



NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY

PREVENT. PROTECT. PREPARE.



TRANSITION 2012



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Executive Summary

The vision of the Department of Public Safety is ‘A nationally recognized organization of dedicated professionals leading the way to a safer North Carolina.’ The department’s mission is protecting and preserving the life and property of the people of North Carolina through prevention, protection, and preparation.

Formed in 2012 by executive order of Governor Bev Perdue and codified in Section 19.1 of Session Law 2011-145. The North Carolina Department of Public Safety is the state’s public safety and homeland security agency. The department was formed through the consolidation of the former departments of Crime Control and Public Safety, Correction, and Juvenile Justice and Delinquency Prevention. It is home to the State Highway Patrol, N.C. National Guard, Alcohol Law Enforcement, and other law enforcement agencies, as well as Emergency Management, adult correction, and juvenile justice.

The Secretary of Public Safety serves as the sole representative on the Governor's Cabinet for the state's law enforcement, correction and emergency response community. The department focuses citizen and legislative attention on law enforcement and public safety issues, such as the supervision of offenders in prison or on community corrections, juvenile justice, delinquency prevention, drinking and driving, underage access to alcohol and tobacco, crime prevention, and preparation for natural and man-made disasters. The department continually updates plans and provides training for local officials to respond to emergencies such as terrorism, communicable diseases, nuclear power plant incidents, and civil unrest.

Budget and Personnel

The Department’s authorized budget as of September 30, 2012 is \$1,716,521,604. The Department has 23,921 employees.

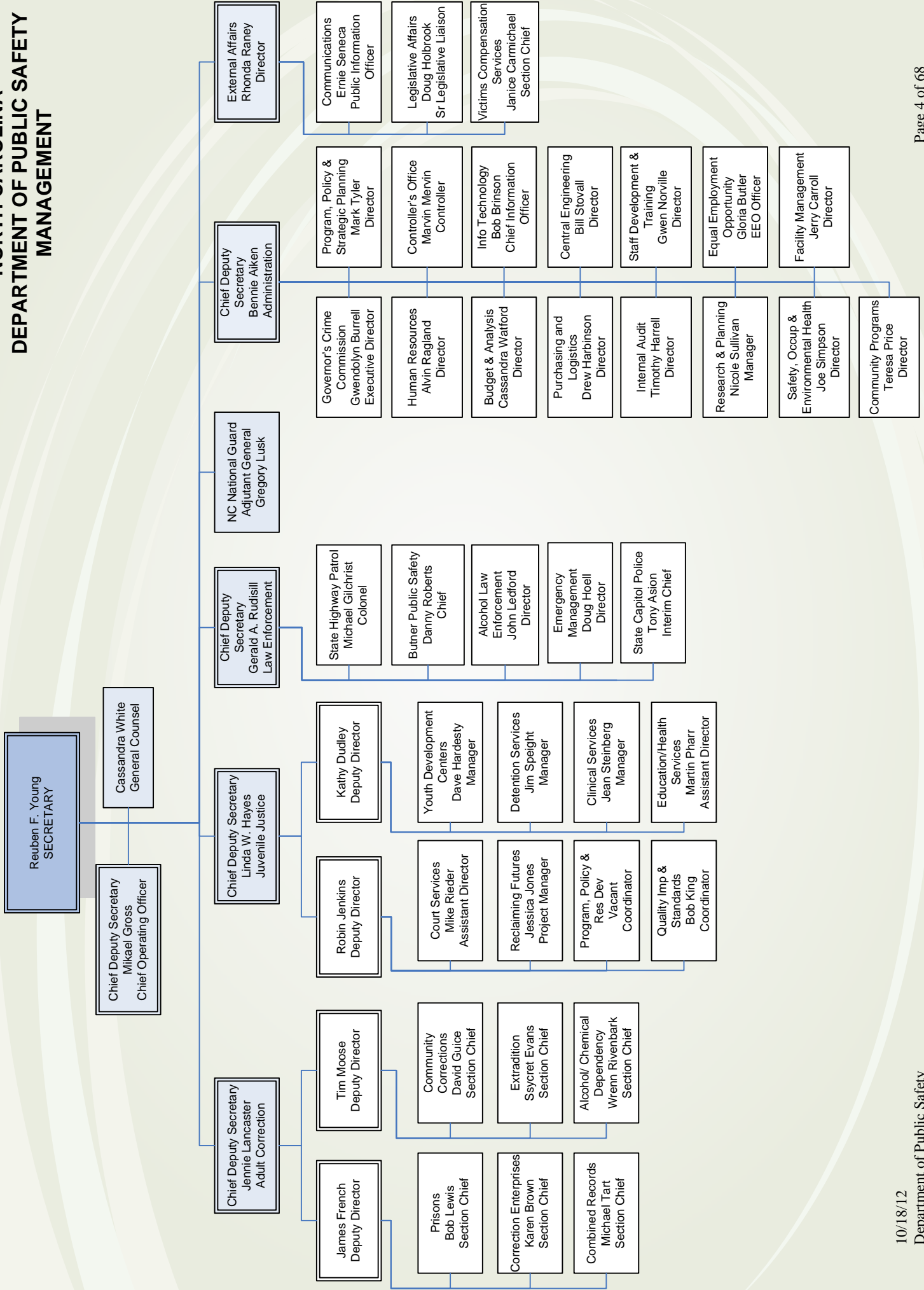
Agency Structure

The Department is organized into four primary divisions and the NC National Guard. The four primary divisions are: the Division of Administration, the Division of Adult Correction, the Division of Juvenile Justice, and the Division of Law Enforcement. (See organization chart in the [Department Overview](#) section of this document.)

Important Issues

The Department of Public Safety is a \$1.7 billion-dollar agency with many complex issues and responsibilities. The new Governor and Secretary of Public Safety will need to deal with several issues related to public safety of the citizens of this state. The most critical issue involves the continued consolidation of the department. While statutory deadlines of having an operational organization structure have been met, full consolidation, including operational policies, procedures and systems to achieve maximum efficiencies will take time. Please also see additional issues of significance under each division.

NORTH CAROLINA DEPARTMENT OF PUBLIC SAFETY MANAGEMENT



II. Basic Summary

Total number of employees	23,921*
Number of permanent employees	23,499
Number of temporary employees (including contract workers on a payroll)	422
Employees in Raleigh	4,186
Employees outside of Raleigh	19,735
Authorized General Fund budget	\$ 1,966,379,814
Receipts	\$ 249,858,210
State appropriations	\$ 1,716,521,604
TOTAL	
Number of Departmental Divisions	4

**Employee totals do not include State National Guard Guardsmen (currently 3,637 supplemental employees in the HR/Payroll system with an additional 8,000+ to be entered). Employee totals also do not include employees through external temporary agencies or independent contractors.*

III. Agency Structure

Division	Number of positions
Administration	1,097 (1008 perm + 89 temp)
Adult Correction	20,848 (20492 perm + 356 temp)
Juvenile Justice	1,571 (1510 perm + 61 temp)
Law Enforcement	3,053 (2932 perm + 121 temp)
Total:	26,569 (25942 perm + 627 temp)

Authorizing Legislation: Article 13 of Chapter 143B of the North Carolina General Statutes. Separate general statutes govern the activities and functions of individual divisions, sections, and units.

Departmental Divisions

Administration	
Purpose	<p>The Secretary's Office supports the business of the Secretary and provides legal, communications, legislative, and victim compensation services.</p> <p>The Division of Administration is responsible for overall administrative management and support for the Department of Public Safety. Functions include human resources; fiscal management; purchasing and logistics; budget and analysis; internal audit; research and planning; programs, policy, and strategic planning; community programs; training; engineering; facilities management; information technology; equal employment opportunity; safety, occupational and environmental health; and operations of the Governor's Crime Commission.</p> <p>The Division of Administration is managed by a Chief Deputy Secretary.</p>
Number of positions	1,097 (1008 perm + 89 temp)
Budget	\$ 231,258,553*

**Includes Capital Improvements*

Division of Adult Correction	
Purpose	<p>The Division of Adult Correction was formerly the Department of Correction prior to consolidation in January 2012.</p> <p>The Division is managed by a Chief Deputy Secretary and two Deputy Directors. The sections of Prisons, Correction Enterprises, and Combined Records report to one of the Deputy Directors. Community Corrections, Extradition, and Alcohol/Chemical Dependency sections report to the other Deputy Director. The level of accountability, communication, personnel, and legal matters, as well as policy compliance for these two major operations, has been effectively managed in this structure.</p>
Number of positions	20,848 (20492 perm + 356 temp)
Budget	\$1,525,685,345

Division of Juvenile Justice	
Purpose	<p>The Division of Juvenile Justice is statutorily required to provide a full continuum of public safety interventions for the state of North Carolina involving all children and youth ages 6-15 alleged to or have been found to have committed an undisciplined or criminal offense; in cases where youth are placed under court jurisdiction before their 16th birthday and youth require further interventions under the Juvenile Code (Chapter 7B), they may remain under juvenile justice court supervision up until their 21st birthday.</p> <p>The Division is managed by a Chief Deputy Secretary and two Deputy Directors. The two major sections, Court Services and Youth Development, are each managed by a Deputy Director.</p>
Number of positions	1,571 (1510 perm + 61 temp)
Budget	\$ 94,887,450

Division of Law Enforcement	
Purpose	<p>The Division of Law Enforcement:</p> <ul style="list-style-type: none"> ○ Provides assigned law enforcement and emergency services to protect the public against crime and against natural and man-made disasters. ○ Plans and directs a coordinated effort by the law enforcement agencies of State government and to ensure maximum cooperation between State and local law enforcement agencies in the fight against crime. ○ Serves as the State's chief coordinating agency to control crime, to ensure the safety of the public, and to ensure an effective and efficient State criminal justice system. ○ Regularly patrols the highways of the State and enforces all laws and regulations respecting travel and the use of vehicles upon the highways of the State and all laws for the protection of the highways of the State. ○ Ensure the preparation, coordination, and currency of military and civil preparedness plans and the effective conduct of emergency operations by all participating agencies to sustain life and prevent, minimize, or remedy injury to persons and damage to property resulting from disasters caused by enemy attack or other hostile actions or from disasters due to natural or man-made causes. ○ Develops a plan for a coordinated and integrated electronic communications system for State government and cooperating local agencies, including coordination and integration of existing electronic communications systems. <p>The Division is managed by a Chief Deputy Secretary. The major sections include the State Highway Patrol, Butner Public Safety, Alcohol Law Enforcement, Emergency Management, and the State Capitol Police.</p>
Number of positions	3,053 (2932 perm + 121 temp)
Budget	\$ 443,933,522

NC National Guard	
Purpose	<p>The North Carolina National Guard is an all-volunteer force of nearly 12,000 soldiers and airmen who serve in both federal and state capacities.</p> <p>The Guard is first a federal reserve of the U.S. Army and U.S. Air Force subject to the call of the president of the United States to provide units that are manned, trained, equipped and available on short notice to perform national defense missions.</p> <p>The Guard maintains the same high standards for training as the Army and the Air Force so that it can mesh seamlessly with their active-duty counterparts in times of national emergency both at home and abroad. To maintain readiness for its wartime mission, Guard soldiers are trained and equipped with the military's most up-to-date weapons and aviation systems.</p> <p>The Guard is also on call at the governor's request to protect life and property and to preserve peace, order and public safety on the state level.</p> <p>As part of its peacetime mission, the Guard assists the public in times of emergency such as after hurricanes, floods, or tornadoes. Guard aviation units support local governments in searching for missing persons, assisting law enforcement personnel with aerial searches for marijuana, and fighting forest fires. In addition, the National Guard partners with local community programs that add value to families, employers, and neighborhoods.</p>
Number of positions	Included in Law Enforcement numbers
Budget	Included in Law Enforcement numbers

Boards and Commissions

Board/ Commission	Seat(s)	Appointment Authority	Term	Function	Comments
Board of Correction § 143B-715	Secretary of DPS is nonvoting member and chairperson.	Ex officio	Ex officio	The Board of Correction shall consider and advise the Secretary of Public Safety upon any matter that the Secretary may refer to it.	This Board has not met since 1995.
Boxing Advisory Commission § 143-652.2	Appointment of one voting member.	Secretary of DPS	Three years	To advise ALE Section concerning matters regulated by Article 68 of Chapter 143.	
Butner Public Safety Authority § 122C-408	Appointment of three voting members.	Secretary of DPS	Four years	Recommend needs of Butner Public Safety Section to the Secretary; consult with Secretary in the Dept.'s hiring of BPS Director; review and recommend changes to the operational policy of BPS; receive and forward citizen complaints to the Director of BPS and Secretary of DPS.	State's appointment power ceases if the State fails to pay its percentage share of the authority's budget. Per N.C. Gen. Stat. §122C-408(e)
Crime Victims Compensation Commission § 15B-3	Secretary of DPS, or designee, is a member.	Ex officio	Four years	Reimburses citizens who suffer medical expenses and lost wages as a result of being an innocent victim of a crime committed in North Carolina. Victims of rape, assault, child sexual abuse, domestic violence, and drunk driving, as well as the families of homicide victims are eligible to apply for financial help.	
	Appointment of two members.	Secretary of DPS			
Domestic Violence Commission § 143B-394.15	Secretary of DPS, or designee, is a member. Statute on membership reflects the Secretary of DPS having two seats.	Ex officio	Two years	Assess state's needs related to DV; ensure necessary services and programs are provided to those in need; strengthen existing DV programs established pursuant to N.C. Gen. Stat. §50B-9 and funded through the Domestic Violence Center Fund; recommend new DV programs.	Due to consolidation, this statute reflects two seats on the DV Commission for the Secretary of DPS. Before consolidation, there was a seat for the Secretary of both CCPS and DOC.
Governor's Advisory Council Aging § 143B-181	One representative from DPS.	Governor	Governor's discretion	Advise Governor on issues surrounding aging population.	
Governor's Crime Commission § 143B-1100	Secretary of DPS, or designee, is a voting member.	Ex officio	Ex officio	Make policy recommendations to Secretary of DPS and Governor regarding criminal justice issues; administer grants from federal, state, and other sources; provide policy- relevant research, and recommend objectives and priorities for improvement of	
	DJJ Deputy Director of Court Services is a nonvoting member.				

Board/ Commission	Seat(s)	Appointment Authority	Term	Function	Comments
	DJJ Deputy Director of Youth Development is a nonvoting member.			law enforcement and criminal justice throughout the State.	
	DAC Section Chief of Prisons is a nonvoting member.				
	DAC Section Chief of Community Corrections is a nonvoting member.				
North Carolina State Council for Interstate Juvenile Supervision § 7B-4002	Secretary of DPS, or designee, serves as Compact Administrator and is the chairperson and a member of the NC State Council for Interstate Juvenile Supervision.	Ex officio	Three years	Advise the Secretary of Public Safety and the North Carolina ICJ Commissioner concerning this State's participation in Interstate Commission activities and other duties, including recommendations for policy concerning the operations and procedures of the Compact within the State.	
	Four members representing juvenile court counselors.	Secretary of DPS			
North Carolina State Council for Interstate Adult Offender Supervision § 148-65.5(a)	NC's Commissioner to the Interstate Compact Commission is the chairperson and a member of the NC Council for Interstate Adult Offender Supervision.	Ex officio	Three years	Act in advisory capacity to Secretary of DPS concerning State's participation in Interstate Commission activities and other duties as may be determined by each member state, including recommendations for policy concerning the operations and procedures of the compact within this State.	
	Four members representing the Section of Community Corrections of the Division of Adult Correction.	Section Chief of Community Corrections			
NC Advisory Commission on Military Affairs § 127C	Secretary of DPS, or designee, is a nonvoting member.	Ex officio	Two years	Advise Governor and Secretary of Commerce on protecting existing military infrastructure and promoting new military missions and	

Board/ Commission	Seat(s)	Appointment Authority	Term	Function	Comments
	Adjutant General of North Carolina National Guard, or designee, is a nonvoting member.			economic opportunities.	
NC Child and Family Leadership Council S.L. 2011-145, Section 10.15(b)	Secretary of former Department of Juvenile Justice and Delinquency Prevention is a member.	Ex officio	Not specified	Advise Governor on development of School-Based Child & Family Team Initiative; ensure active participation and collaboration in the Initiative by State agencies and local counterparts that provide services to children in participating counties to increase academic success of, and reduce out-of-home & out-of-county placements of at-risk children.	
NC Geographic Information Coordinating Council § 143-725	Secretary of DPS, or designee, is a member.	Ex officio	Ex officio	Develop policies regarding the utilization of geographic information, GIS systems, and other related technologies.	
NC Sentencing and Policy Advisory Commission § 164-37	Secretary of DPS, or designee, is a member.	Ex officio	Ex officio	Make recommendations on classification of criminal offenses, sentencing structures, and generally criminal justice policies and issues.	
North Carolina Criminal Justice Education and Training Standards Commission § 17C	Secretary of DPS is a member.	Ex officio	Ex officio		Due to consolidation, DPS lost seats on this commission, including Juvenile Justice representation.
	Two correctional officers in management positions from the Section of Prisons, Division of Adult Correction.	President Pro Tempore of the Senate	Two years, concluding on June 30 th odd numbered years.		
	Two correctional officers in management positions from the Section of Community Corrections, Division of Adult Correction.	The Speaker of the House of Representatives	Two years, concluding on June 30 th odd numbered years.		
	One correctional officer from the Division of Adult Correction, assigned to the Office of Staff Development & Training	Governor	Three years		

Reference: DAC Grievance Resolution Board.

IV. Critical Issues in First 90 Days

Critical Issues in First 90 Days	
ADMINISTRATION	
External Affairs: Victims Compensation Services	The National Association of Crime Victim Compensation has asked NC to host the Southern Regional Conference in May. Contact person: Janice Carmichael – 733-7974 janice.carmichael@ncdps.org
Office of General Counsel: PREA	Leadership should become knowledgeable in the new PREA standards and the operational implications that occur in 2013. This briefing should occur with the DPS PREA Coordinator and General Counsel.
Administrative Analysis	Validate strategic direction, i.e. Mission, Vision and Values to guide goals and objectives so each organization will understand the expectations of the new administration and improve measurable performance.
Central Engineering	<p>Advancement of a Legislative agenda codifying the statutory authority of the Department of Public Safety (DPS) to have its engineering resources exercise its recognized expertise in self-performing (Force Account) design and construction for the benefit of all DPS divisions, as historically has been the case for the former Department of Correction.</p> <p>Advancement of a legislative agenda establishing a standing fund for State match to federal funds allocated for National Guard projects, similar to the model established for Water Resources Development Projects.</p>
Community Programs	<p>The Annual Evaluation of Community Programs is due March 1, 2013. See legislative requirement below. Annual Evaluation of Community Programs, Section 17.2: The Department of Juvenile Justice and Delinquency Prevention shall conduct an evaluation of the wilderness camp programs and of multipurpose group homes. In conducting the evaluation of each of these programs, the Department shall consider whether participation in each program results in a reduction of court involvement among juveniles. The Department also shall identify whether the programs are achieving the goals and objectives of the Juvenile Justice Reform Act, S.L. 1998-202. The Department shall report the results of the evaluation to the Joint Legislative Corrections, Crime Control, and Juvenile Justice Oversight Committee, the chairs of the Senate and House of Representatives Appropriations Committees and the chairs of the Subcommittees on Justice and Public Safety of the Senate and House of Representatives Appropriations Committees by March 1 of each year Legislature in Session.</p> <p>Final approval on any remaining JCPC funding decisions 2012-13.</p>
Equal Employment Opportunity	Review and implement 2013 DPS EEO Plan and Program
Governor's Crime Commission	<p>Governor's Crime Commission Grant Awards: This is an opportunity for the new Governor to act on criminal justice funding priorities. Grant Award recommendations will be made by members of the Governor's Crime Commission at the quarterly meeting on March 8, 2012. The recommendations will then be presented to the Secretary and the Governor.</p> <p>Review major legislative and policy initiatives developed by the Governor's Crime Commission for possible inclusion in the Crime Commission's Legislative Agenda: The legislative and policy initiatives developed by the members of the Governor's Crime Commission will be prepared for review and printing.</p> <p>Review recommendations of the Governor's Gang Task Force: Task Force recommendations for legislative and executive action necessary to implement a</p>

Critical Issues in First 90 Days	
	<p>comprehensive, coordinated effort to address gangs will be available for review.</p> <p>Ensure there is progress with the transition of NC GangNeT to the Department of Public Safety: This will ensure continuity of services and adequately trained law enforcement officers who will input relevant and accurate data on verified gang members across the state.</p>
Human Resources	Fill a key vacancy: Assistant HR Director for Organizational Development and Performance. Complete key appointments with new administration.
Human Resources	Critical hiring challenges confront the Department – especially in secure custody settings, critical shortages are hampering basic coverage. These human resource concerns result in unneeded overtime, shift differential and other costs as well as the possibility of staff injury, workers compensation claims, and related issues. – Hiring; studying and leveling positions (classification); salary equity; training (with emphasis on in-service) are all functions requiring attention.
Information Technology	<p>Continuation of consolidation-related issues. See additional information in the Administration section, below.</p> <p>Single Directory Structure: Adult Correction is the largest group and has an urgent need to move from Novell to Active Directory. This part of the project needs to move quickly, and is scheduled to complete by end of January, 2013.</p> <p>Single e-mail system: Monitor to assure that security needs are satisfactorily met.</p> <p>Data Center Consolidation: Monitor progress.</p>
ADULT CORRECTION	
Adult Correction	March 24 – 27, 2013: North Carolina will serve as the host of the National Correctional Industries National Conference. It will be held in Charlotte at the Westin Hotel. There will be representation from at least 45 states and usually 3 – 4 countries (always Canada, UK, and Bahamas participate). It is hoped that the executive leadership from the office of the Secretary of Public Safety and the offices of the Chief Deputy of the Division of Adult Correction will plan to attend, for the opening session on March 24 th . Contact: Karen Brown, Section Chief, Correction Enterprises, 919-716-3620.
Adult Correction	DPS and DAC management should receive legal briefings from DPS counsel and the Attorney General's Office on the status of current litigation.
JUVENILE JUSTICE	
Juvenile Justice	System downsizing – realignment – with the declines in juvenile crime, juvenile stays in detention and commitments to youth development centers, the Division of Juvenile Justice will need to be proactive at right-sizing both detention and youth development center facilities, shifting budget resources, re-programming and adapting to more community-based levels of supervision.
Juvenile Justice	Related to “System downsizing – realignment,” because of declining detention revenues/receipts as well as ongoing management flexibility stresses on all of the Department of Public Safety's budget, DJJ will need to continue to find ways to reduce budget deficits in detention in the current fiscal year.
LAW ENFORCEMENT	
Emergency Management	<p>Brief newly-elected Governor, Governor's Cabinet, and Council of State on the State's Emergency Operations Plan and concept of operations for disasters to ensure proper response and recovery operations in the event of a significant disaster.</p> <p>Be aware there is no funding directly appropriated to the Department of Public Safety or</p>

Critical Issues in First 90 Days	
	<p>to the Division of Emergency Management for disaster response and recovery. Funding must be sought for each event through the Governor's office and the Office of State Budget and Management.</p> <p>Seek \$386,000.00 in appropriations from the NC General Assembly while they are in session. Point of Contact for the Division is Mike Sprayberry – 919-825-2291.</p>
State Highway Patrol	<p>Brief newly appointed Governor and Secretary on SHP BASIC training.</p> <p>Funding is needed to allow the Highway Patrol to run at least two Basic Schools each fiscal year. This includes the cost of recruitment, the cost for cadets while in Basic School (not including cadet salaries), and the cost of equipping the cadet at graduation with uniforms, vehicle, and basic technology costs (please refer to Important Division Issues & Policy Initiatives).</p>
NC NATIONAL GUARD	
NC National Guard	<p>Possible Sequestration: The current sequestration process as a result of the Budget Control Act (Public Law 112-25) forces the Pentagon to reduce spending by \$54.7 billion if fiscal year 2013. Although the Army has not released formal plans, Gen. Ray Odierno speculated on May 17, 2012 that the Pentagon would take 70,000 soldiers from the active Army, 20,000 out of the Army Guard, and another 10,000 out of the Army Reserve to meet that target. This is on top of the planned reduction of 5,000 by 2017 to reach a National Guard end strength of 353,500.</p> <p>National Guard Bureau (NGB) has not released plans for absorbing these cuts, but a fair or evenly distributed approach would reduce the NCNG end strength by about 700 personnel. This roughly equates to loss of a battalion and its equipment.</p>

V. Budget

General Fund Budget Code(s) FY 2012-13 Budget as of September 30, 2012.*

Division	Requirements	Federal Receipts	Other Receipts	Appropriation
Administration	\$148,313,172	\$41,924,023	\$5,437,246	\$100,951,903*
Adult Correction	\$1,359,181,861	\$4,612,301	\$34,142,671	\$1,320,426,889*
Juvenile Justice	\$93,048,560	\$0	\$9,718,883	\$83,329,678*
Law Enforcement	\$365,836,220	\$111,725,481	\$42,297,605	\$211,813,134*

*Authorized budget totals do not include FY 2012 Carryforward

Summary of DPS FY 2012-13 Governmental and Proprietary Budgets as of September 30, 2012.

Division	Requirements	Receipts	Appropriation/Change in Fund Balance	Cash Balance
Administration	\$231,258,553*	\$103,062,307	\$128,196,247	\$0
Adult Correction	\$1,525,685,345	\$199,287,953	\$1,320,426,889	\$5,970,503
Juvenile Justice	\$94,887,450	\$9,718,883	\$83,329,678	\$1,838,889
Law Enforcement	\$443,933,522	\$232,120,388	\$211,813,134	\$14,992,236

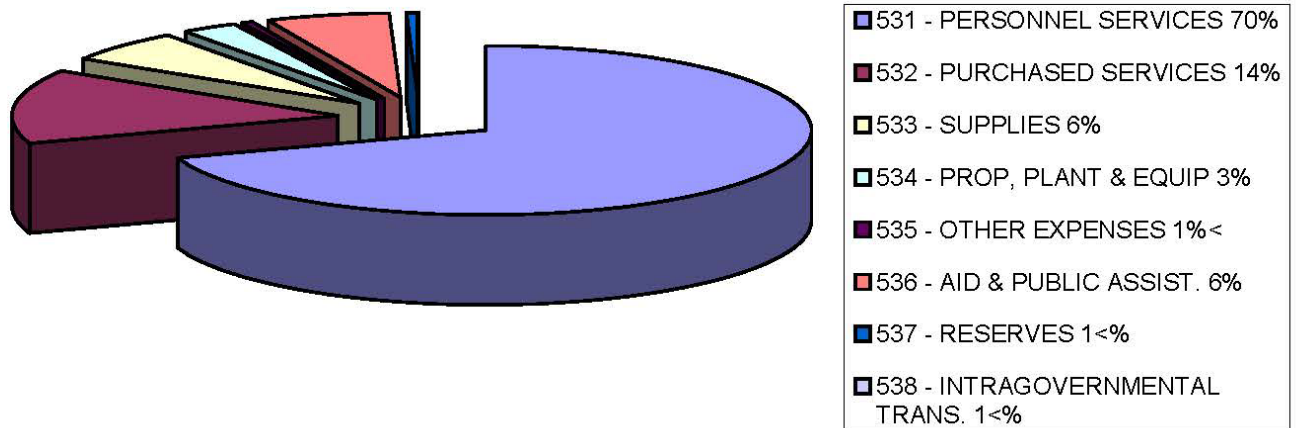
*Includes Capital Improvements

Budget and Personnel by Organizational Component Table (as of Sept. 1, 2012)

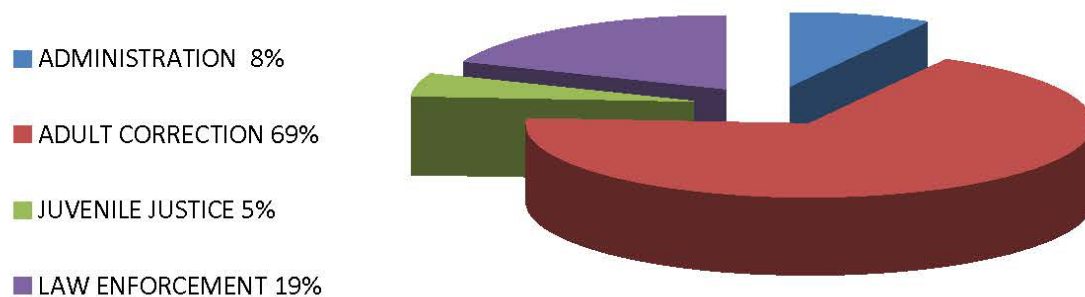
Division	Requirements	Receipts	Appropriation	Permanent Positions	Temp Positions	Total Position
Administration						
Office of the Secretary	\$2,181,818	\$328,723	\$1,853,095	17	6	23
Office of the Secretary: External Affairs	\$10,208,089	\$3,062,252	\$7,115,837	41	3	44
Office of the Secretary: General Counsel	\$447,352	\$0	\$447,352	26	1	27
Budget and Analysis	\$731,438	\$52,215	\$679,223	14	2	16
Central Engineering	\$10,227,483	\$0	\$10,227,483	133	43	176
Community Programs/JCPCs	\$39,212,332	\$298,078	\$38,914,254	27	1	28
Controller	\$6,413,053	\$157,171	\$6,255,882	107	9	116
Equal Employment Opportunity	\$434,859	\$0	\$434,859	7	0	7
Facility Management	\$666,242	\$0	\$666,242	195	5	200
Governor's Crime Commission	\$44,205,063	\$43,417,430	\$787,633	41	0	41
Human Resources	\$5,925,422	\$0	\$5,925,422	105	8	113
Information Technology	\$13,838,689	\$0	\$13,838,689	119	8	127
Internal Audit	\$1,900,415	\$0	\$1,900,415	24	0	24
Purchasing and Logistics	\$4,451,911	\$0	\$4,451,911	67	1	68
Research & Planning	\$961,490	\$0	\$961,490	12	0	12
Safety, Occup. & Env. Health	\$999,215	\$0	\$999,215	10	1	11
Staff Development & Training	\$5,520,887	\$45,400	\$5,475,487	63	1	64
Subtotal Administration	\$148,313,172	\$47,361,269	\$100,951,903	1,008	89	1,097

Division	Requirements	Receipts	Appropriation	Permanent Positions	Temp Positions	Total Position
Adult Correction						
Alcoholism and Chemical Dependency	\$13,552,885	\$0	\$13,552,885	217	12	229
Prisons	\$1,172,093,572	\$33,480,162	\$1,138,613,410	17,290	296	17,586
Community Corrections	\$170,968,961	\$5,274,810	\$165,694,151	2,528	22	2,550
Post-Release Supervision and Parole Commission	\$1,987,138	\$0	\$1,987,138	24	2	26
Grievance Resolution Board	\$579,305	\$0	\$579,305	7	0	7
General Fund Sub-Total	\$1,359,181,861	\$38,754,972	\$1,320,426,889			
Special Funds	\$26,427,143	\$21,239,796	\$5,187,347*			
Welfare Canteen Funds	\$46,990,400	\$46,331,861	\$658,539*			
Correction Enterprises	\$93,085,941	\$92,961,324	\$124,617*	382	20	402
Combined Records				33	4	37
Extradition				9	0	9
Governor's Clemency Office				2	0	2
Subtotal Adult Correction	\$1,525,685,345	\$199,287,953	\$1,326,397,392	20,492	356	20,848
Budgeted Fund Balance						
Juvenile Justice						
Court Services	\$32,145,511	\$112,288	\$32,033,223	546.5	1	547.5
Youth Development Division	\$60,903,050	\$9,606,595	\$51,296,455	963.5	60	1023.5
General Fund Sub-Total	\$93,048,561	\$9,718,883	\$83,329,678			
Trust Funds	\$212,116	\$212,116*	\$0			
Student Welfare	\$27,693	\$27,693*	\$0			
Special Grants	\$1,599,080	\$1,599,080*	\$0			
Subtotal Juvenile Justice	\$94,887,450	\$11,557,772	\$83,329,678	1,510	61	1,571
*Budgeted Fund Balance						
Law Enforcement						
Alcohol Law Enforcement	\$10,781,437	\$2,089,885	\$8,691,552	130	0	130
Butner Public Safety	\$5,327,162	\$3,576,044	\$1,751,118	53	0	53
Civil Air Patrol	\$155,617	\$0	\$155,617			
Emergency Management	\$46,051,348	\$42,249,937	\$3,801,411	180	0	180
Law Enforcement Sup. Svc.	\$1,885,897	\$1,885,897	\$0	3	0	3
National Guard	\$31,303,215	\$26,552,212	\$4,751,003	136	110	246
Other DHS Grants (EM)	\$51,301,330	\$51,301,330	\$0			
State Capital Police	\$3,158,829	\$1,671,656	\$1,487,173	61	0	61
Disaster Relief (EM)	\$7,892,086	\$7,688,600	\$203,486			
State Highway Patrol	\$207,979,299	\$17,007,525	\$190,971,774	2,363	11	2,374
General Fund Sub-Total	\$365,836,220	\$154,023,086	\$211,813,134			
Total Highway Fund	\$9,249,110	\$9,249,110	\$0			
Other Special Revenue Funds	\$65,055,996	\$65,055,996	\$0			
Disaster Relief (EM)	\$	\$	\$			
Redevelopment Center	\$3,612,196	\$3,612,196	\$	6	0	6
Fed Forfeiture Funds (SHP)	\$180,000	\$180,000	\$			
Fed Forfeiture Funds (ALE)	\$		\$			
Total Other Special Revenue Funds	\$	\$	\$			
Subtotal Law Enforcement	\$443,933,522	\$232,120,388	\$211,813,134	2,932	121	3,053
Capital Improvement Funds (Unexpended)	\$82,945,381	\$55,701,038	\$27,244,342			
DEPARTMENT TOTAL	\$2,295,764,870	\$546,028,420	\$1,749,736,449	25,942	627	26,569

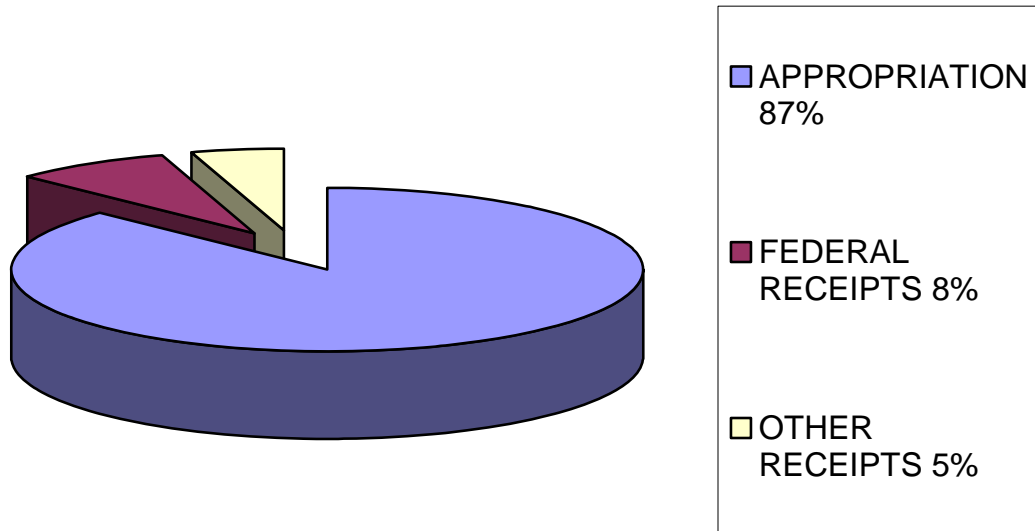
GENERAL FUND REQUIREMENTS BY ACCOUNT CATEGORY 2012-2013



GENERAL FUND REQUIREMENTS BY DIVISION 2012-2013



GENERAL FUND BUDGET SOURCES 2012-2013



VI. Personnel

Senior Management and Division Directors (as of September 1, 2012)

The following table includes a list of persons occupying exempt positions: exempt policymaking, exempt managerial, and exempt statutorily (other).

NAME	POSITION	EMPLOYMENT TYPE
Secretary's Office		
Reuben Young	Secretary	Exempt Statutorily
Mikael Gross	Chief Deputy IV, COO	Exempt Statutorily
Rhonda Raney	Director, External Affairs/Commissioner III	Exempt Policymaking
Ernest Seneca	Public Affairs Director	Exempt Statutorily
Saundra Dockery	Administrative Officer II	Exempt Statutorily
Joseph Chandler	Legislative Affairs Program Coordinator	Exempt Policymaking
Douglas Holbrook, Jr.	Legislative Affairs Program Mgr	Exempt Policymaking
Pamela Walker	Public Relations Officer	Exempt Policymaking
Mary Lynn Jennings	Legislative Liaison	Exempt Policymaking
Casandra White	General Counsel	Exempt Policymaking
Administration		
Bennie Aiken	Chief Deputy Secretary III	Exempt Statutorily
Robert Brinson	Director, Information Technology	Exempt Policymaking
Gwendolyn Burrell	Director, Governor's Crime Commission	Exempt Policymaking
Janice Carmichael	Director, Victim Services	Exempt Managerial
Jerry Carroll	Director, Facility Services	Exempt Managerial
Teresa Creech	Administrative Officer I	Exempt Statutorily
Barry Drew Harbinson	Director, Purchasing and Services	Exempt Managerial
Timothy Harrell	Audit Manager	Exempt Managerial
Marvin Mervin	Controller	Exempt Policymaking
Gwendolyn Norville	Director, Staff Development and Training	Exempt Managerial
Alvin G. Ragland	Director, Human Resources	Exempt Managerial
William Stovall	Director, Central Engineering	Exempt Managerial
Nicole Sullivan	Director, Research and Planning	Exempt Managerial
Cassandra Watford	Director, Budget	Exempt Policymaking
Adult Correction		
Jennie Lancaster	Chief Deputy Secretary III	Exempt Statutorily
Timothy Moose	Deputy Director/Commissioner IV	Exempt Policymaking
James B. French	Deputy Director/Commissioner IV	Exempt Policymaking
William David Guice	Community Corrections Director	Exempt Policymaking
Robert Lewis	Director, Prisons	Exempt Policymaking
Vacant	Program Administrator	Exempt Policymaking
Janice King	Administrative Officer I	Exempt Statutorily
Coy Michael Ball	Corr. Admin. I, Avery Mitchell CI	Exempt Managerial
Keith Whitener	Corr. Admin. I, Alexander CI	Exempt Managerial
Robert G. Jones	Corr. Admin. II, Bertie CI	Exempt Managerial
Dennis Daniels	Corr. Admin. I, Maury CI	Exempt Managerial
Barbara Belas	Corr. Admin. I, Western CI	Exempt Managerial
Lewis Smith	Corr. Admin. I, Albemarle CI	Exempt Managerial
Butcharonie Jackson	Corr. Admin. I, Nash CI	Exempt Managerial

NAME	POSITION	EMPLOYMENT TYPE
Richard Neely	Corr. Admin. I, Piedmont CI	Exempt Managerial
Duane Terrell	Corr. Admin. I, Marion CI	Exempt Managerial
Timothy Kimble	Corr. Admin. I, Southern CI	Exempt Managerial
Michael Munns	Corr. Admin. I, Polk CI	Exempt Managerial
Herbert Jackson	Corr. Admin. I, Brown Creek CI	Exempt Managerial
Vacant	Corr. Admin. I, Pasquotank CI	Exempt Managerial
Lawrence Parsons	Corr. Admin. I, Lanesboro CI	Exempt Managerial
Randall Lee	Deputy Director, Prisons	Exempt Managerial
Joyce Kornegay	Corr. Admin. I, Warren CI	Exempt Managerial
Ladonna Browning	Corr. Admin. I, Foothills CI	Exempt Managerial
Betty Bauer	Judicial Division Administrator, Div. 3	Exempt Managerial
Felicia McLean	Corr. Admin. I, Community Corrections	Exempt Managerial
Kimberly Williams	Judicial Division Administrator, Div. 2	Exempt Managerial
Susan White	Corr. Admin. I, Mountain View CI	Exempt Managerial
Debra Debruhl	Judicial Division Administrator, Div. 4	Exempt Managerial
Diane Isaacs	Deputy Director, Community Corrections	Exempt Managerial
Cornell McGill	Judicial Division Administrator, Div. 1	Exempt Managerial
Bianca Harris	Prison Warden I, NCCIW	Exempt Managerial
Kenneth Lassiter	Prison Warden II, Central Prison	Exempt Managerial
Roger Moon	Corr. Admin. II, Prisons-Western Region	Exempt Managerial
Ennis Oates	Corr. Admin. I, Pender CI	Exempt Managerial
George Solomon	Corr. Admin. II, Prisons-Central Region	Exempt Managerial
Carlton Joyner	Corr. Admin. I, Harnett CI	Exempt Managerial
Jeanette Chavis	Corr. Admin. I, Tabor CI	Exempt Managerial
Peter Buchholtz	Corr. Admin. I, Morrison CI	Exempt Managerial
JC Huggins, Jr.	Corr. Admin. II, Prisons-South Central Region	Exempt Managerial
Danny Safrit	Corr. Admin. II, Prisons-Eastern Region	Exempt Managerial
Annie Harvey	Corr. Admin. II, Prisons-Female Command	Exempt Managerial
Todd Pinion	Corr. Admin. II, Prisons-Piedmont Region	Exempt Managerial
Sorrell Saunders	Corr. Admin. I, Scotland CI	Exempt Managerial
Juvenile Justice		
Linda Hayes	Chief Deputy Secretary III	Exempt Statutorily
Patricia Hamilton	Administrative Officer I	Exempt Statutorily
Kathy Dudley	Deputy Director/Commissioner III	Exempt Policymaking
Teresa Price ²	Assistant Director/Commissioner II	Exempt Policymaking
Michael Rieder	Assistant Director/Commissioner II	Exempt Policymaking
Otto Martin Pharr	Assistant Dir., Psychological Prog. Coord. II	Exempt Policymaking
Robert H. Jenkins	Deputy Director/Commissioner III	Exempt Policymaking
Stanley Melvin	Detention Center Director – Pitt	Exempt Managerial
Sheila Davis	Detention Center Director – Wake	Exempt Managerial
Fondella Leigh	Detention Center Director – Perquimans	Exempt Managerial
Jeffrey Fritz	Detention Center Director – New Hanover	Exempt Managerial
Kathy Bethea	Detention Center Director – Richmond	Exempt Managerial
Angela Wilson	Detention Center Director – Gaston	Exempt Managerial

² Note that Community Programs is functionally positioned under the Division of Administration.

NAME	POSITION	EMPLOYMENT TYPE
Eugene Hallock	Detention Center Director – Cumberland	Exempt Managerial
Kimberly Cowart	Detention Center Director – Alexander	Exempt Managerial
Debora Burchfield	Detention Center Director – Buncombe	Exempt Managerial
Sarah Taylor	Youth Development Ctr. Dir. – Edgecombe	Exempt Managerial
James Speight	Detention Services Director	Exempt Managerial
David Hardesty	Director, Youth Development Centers	Exempt Managerial
Crystal Wynn	Youth Development Ctr. Dir. – C.A. Dillon	Exempt Managerial
Charles Kilby	Juvenile Court Area Admin. – Piedmont Reg	Exempt Managerial
Donald Burns	Youth Dev. Ctr. Dir. – Chatham/Samarkand	Exempt Managerial
Joseph Testino	Juvenile Court Area Admin. – Eastern Reg	Exempt Managerial
Robert Elmore	Youth Development Ctr. Dir. – Lenoir/Dobbs	Exempt Managerial
Charles Mallonee	Juvenile Court Area Admin. – Western Reg	Exempt Managerial
Maxine Evans-Armwood	Juvenile Court Area Admin. – Central Reg	Exempt Managerial
Peter Brown	Youth Dev. Ctr. Dir. – Cabarrus/ Stonewall	Exempt Managerial
Law Enforcement		
Gerald Rudisill	Chief Deputy Secretary III	Exempt Statutorily
Iwan Clontz	Deputy Division Director	Exempt Policymaking
Danny R. Roberts	Director, Public Safety – Butner Public Safety	Exempt Policymaking
Michael Gilchrist	Colonel, Highway Patrol	Exempt Policymaking
C. John Ledford	Director, Alcohol Law Enforcement	Exempt Policymaking
Vacant	Director, Public Safety - State Capital Police	Exempt Policymaking
Gregory Lusk	Adjutant General, NC National Guard	Exempt Statutorily
Doug Hoell	Director, Emergency Management	Exempt Policymaking
M. Suzell Crosswhite	Administrative Officer I	Exempt Statutorily
Mark Senter	Deputy Director, Alcohol Law Enforcement	Exempt Managerial
Richard Page	Deputy Director, Alcohol Law Enforcement	Exempt Managerial
Benjamin Fields	Assistant Director, Alcohol Law Enforcement	Exempt Managerial
Kendall Pike	Assistant Director, Alcohol Law Enforcement	Exempt Managerial
Wellington Scott	Deputy Commander, State Highway Patrol	Exempt Managerial
Gary Bell	Lieutenant Colonel, State Highway Patrol	Exempt Managerial
Jennifer Harris	Major, State Highway Patrol	Exempt Managerial
Patricia Poole	Major, State Highway Patrol	Exempt Managerial
Troy Butler	Major, State Highway Patrol	Exempt Managerial
Paul Phillips	Major, State Highway Patrol	Exempt Managerial
William Grey	Major, State Highway Patrol	Exempt Managerial
Lucy Davis	Civil Air Patrol Administrator/Adm. Off. II	Exempt Managerial
Independent Boards and Commissions		
Alvin Keller, Jr	Attorney III – Parole Commission	Exempt Policymaking
Anthony Rand	Chairman, Parole Commission	Statutorily Exempt
Derrick Wadsworth	Member, Parole Commission	Statutorily Exempt
Willis Fowler	Member, Parole Commission	Statutorily Exempt
Finesse Couch	Executive Director, Inmate Grievance Resolution Board	Statutorily Exempt (N.C. Gen. Stat. §. 148-118.8)

Note: Salary information may be obtained from the Human Resources Office. New appointments to policymaking and managerial exempt positions must qualify for the position and the salary requested.

Total Exempt Positions (as of September 1, 2012)

Division/Organizational Component	Number of policy making exempt	Number of managerial exempt	Number of other statutorily exempt	Total number of exempt positions
Administration	10	8	6	24
Adult Correction	5	37	2	44
Emergency Management	1			1
Juvenile Justice	5	20	2	27
Law Enforcement	5	12	2	19
National Guard			1	1
Parole Commission	1			1
Independent Boards and Commissions			4	4
Total:	27	77	17	121

Total Employment of Department (as of September 1, 2012)

Total number of positions	26,569 (25942 perm + 627 temp)
Vacancy rate	9.33% (2420/25942)

Division/Organizational Component	Number of Positions	Vacancy Rate
Administration	1,097 (1008 perm + 89 temp)	10.52% (106/1008)
Adult Correction	20,848 (20492 perm + 356 temp)	9.03% (1850/20492)
Juvenile Justice	1,571 (1510 perm + 61 temp)	12.58% (190/1510)
Law Enforcement	3,053 (2932 perm + 121 temp)	9.35% (274/2932)
DPS	26,569 (25942 perm + 627 temp)	9.33% (2420/25942)

Reference '[Budget and Personnel by Organizational Component Table](#)' for a breakdown of positions by organizational component.

VII. Administration

Sections, Important Issues, and Policy Initiatives

Office of the Secretary

The Secretary's Office supports the business of the Secretary and provides legal, communications, legislative, and victim compensation services.

External Affairs: Communications	
Purpose	The Office of Communications is responsible for the development, coordination and implementation of communications strategies and initiatives that advance the department's mission and support internal and external stakeholders' awareness of and understanding of the Department's policies and functions. Included in these responsibilities are the management of crisis communications, data and records requests and state, national and international media inquiries.
External Affairs: Legislative Affairs	
Purpose	The Office of Legislative Affairs is responsible for developing and implementing strategies to advance the Department's legislative initiatives with regard to the budget and substantive legislation. Working at the state and federal level, it serves as a liaison between the Department and members of the General Assembly to insure that relationships are fostered and maintained and that information transfer is coordinated, evaluated and managed timely and effectively.
External Affairs: Victims Compensation Services	
Purpose	<p>Victims Compensation Services reimburses citizens who suffer medical expenses and lost wages as a result of being an innocent victim of a crime committed in North Carolina. Victims of rape, assault, child sexual abuse, domestic violence, and drunk driving, as well as the families of homicide victims are eligible to apply for financial help.</p> <p>The Crime Victims Compensation Commission consists of seven members. One member appointed by the Governor, One member appointed by the Speaker of the House, One member appointed by the Senate Pro Tem, The Secretary of Public Safety or his appointee, two members appointed by the Secretary of Crime Control and Public Safety, the Attorney General or his appointee.</p>
Important Issue/ Policy Initiative	<p>Increase benefits to victims – NC is the only state compensation program that does not provide the following benefits to victims. Increase benefits to include:</p> <p>Mental health counseling for families of homicide victims</p> <p>Parents of adolescent victims of rape or sexual assault</p> <p>Relocation benefit for victims of domestic violence</p>

Office of General Counsel	
Purpose	The Office of the General Counsel provides oral and formal written legal opinions on laws, constitutional provisions, administrative regulations, court decisions and other precedents impacting the department's policies and operational procedures. This section drafts departmental regulations, operational guidelines, contracts, department sponsored legislation and other legal documents; provides oral and written responses to inquiries by federal, state and local officials including legislators, judicial officials, law enforcement personnel and citizens about the department's policies and practices and the statutes and regulations it enforces; and advises the Secretary on the merits of litigation against or on behalf of the department.

Office of General Counsel: Prison Rape Elimination Act (PREA) Office	
Purpose	<p>The federal Prison Rape Elimination Act (PREA) of 2003 supports the elimination, reduction, and prevention of sexual abuse and harassment within corrections systems; mandates national data collection efforts; and creates a national commission to develop standards and accountability measures. PREA applies to all federal, state and local prisons, jails, police lock-ups, private facilities and community settings such as residential facilities for adults and juveniles.</p> <p>The North Carolina Department of Public Safety (DPS) has adopted a zero-tolerance standard for offender and juvenile sexual abuse and harassment. The divisions' policies emphasize prevention, detection, response, investigation, prosecution, and tracking of inmate-on-inmate, juvenile-on-juvenile, and staff-on-inmate, offender, or juvenile sexual abuse and harassment.</p> <p>Recognizing the agency's exposure in cases with allegations of sexual abuse and harassment of inmates, offenders, and juveniles, the PREA Office is assigned to the General Counsel's Office. The PREA Coordinator, who manages this Office, is required by federal law. The PREA Office provides statewide oversight of initiatives to address the response (including medical and mental health), prevention, investigation, and collaboration with law enforcement and prosecutors, and data collection for PREA related incidents. The PREA Office assists in the agency's response to claims and lawsuits alleging sexual abuse and harassment. Additionally, the Office assists in the implementation of the order and agreement in a class action lawsuit involving facilities that house female inmates.</p>
Important Issue/ Policy Initiative	<p>On June 20, 2012, the United States Attorney General issued the national standards for PREA compliance. The PREA Office is managing the consolidated agency's compliance with the PREA standards with the development of policies and procedures and a system to document for auditors the agency's compliance with the national standards.</p> <p>The PREA Office will be working to ensure the agency's compliance with the PREA standards in anticipation of the first audit in federal fiscal year 2013-2014.</p> <p>Prison Rape Elimination Act readiness is reliant on a number of human resource-related issues: Training and Standards compliance, critical hiring challenges and coverage, hiring and background checks; studying and leveling positions (classification) - morale; and training (with emphasis on in-service) are all functions requiring attention.</p>
Key decisions for next Governor/ Secretary	<p>PREA provides that the Governor of each state must certify "full compliance" with the PREA standards or else forfeit five (5) percent of any US Department of Justice grant funds that the state would otherwise receive for prison purposes, unless the Governor submits an assurance the such five (5) percent will be used only for the purpose of enabling the state to achieve and certify full compliance with the standards in future years. The final rule specifies that the Governor's certification applies to all facilities in the State under the operational control of the State's executive branch, including facilities operated by private entities on behalf of the State's executive branch. Each fiscal year the United States Attorney General will publish a list of grant funds that may be at risk for failure to comply with PREA standards. An assessment of costs associated with compliance with some of the standards will require decisions by the Secretary.</p>
Upcoming events & important dates	<p>By August 20, 2013, the agency must be in compliance with national PREA standards.</p>

Division of Administration Sections

The Division of Administration is responsible for overall administrative management and support for the Department of Public Safety. Functions include human resources; fiscal management; purchasing and logistics; budget and analysis; internal audit; research and planning; programs, policy, and strategic planning; community programs; training; engineering; facilities management; information technology; equal employment opportunity; safety, occupational and environmental health; and operations of the Governor's Crime Commission.

The Division of Administration is managed by a Chief Deputy Secretary.

Administrative Analysis	
Purpose	The Office of Administrative Analysis which is tasked with leading, implementing, and institutionalizing strategic planning as adopted by the Secretary for the Department of Public Safety (DPS). The Office of Administrative Analysis is also responsible for developing an operational planning framework that aligns resources to support the programs, projects and services the Department will complete to meet organizational performance targets. The office works with executive, senior and other departmental staff to ensure the Department remains focused on a culture of an outcome-based performance driven organization that strategically prioritizes and aligns resources to deliver public safety services to the citizens of North Carolina. The office monitors progress against organizational goals, facilitates data gathering, and generates reports for presentation to the Secretary, Chief Operating Officer and Division Chief Deputy Secretaries. The office is responsible for identifying performance issues within work units and developing corrective action plans to address those issues. The office also assists with the management and facilitation of special projects assigned by Senior Leadership.

Budget and Analysis	
Purpose	The Budget and Analysis Section provides leadership and support to DPS and Division management in (1) planning, directing, coordinating and preparing the continuation and expansion budgets that are submitted to the Governor's Office, (2) analyzing, monitoring, and managing the Department's operating budgets, (3) responding to requests for budgetary information from Fiscal Research, OSBM, management, and the Legislature, (4) and providing analysis and research of budgetary issues that impact the department's programs, budgets and plans.

Central Engineering	
Purpose	The functions within the Department of Public Safety Engineering Section include capital program management, major maintenance, and physical plant management for all facilities within the Law Enforcement, Juvenile Justice and Delinquency Prevention, Adult Correction Divisions and facilities within the National Guard and Emergency Management. This includes ensuring that the Department's physical plant is designed, constructed, operated and maintained in an optimal and safe manner, while satisfying the needs of the end users.
Important Issue/ Policy Initiative	Public Safety infrastructure, in particular correctional and detention facilities, necessitate 24/7/365 reliability, posing a significant demand on available resources to construct adequate facilities and to sustain their operational integrity. Capital improvement funding seldom keeps pace with this demand. Current workload is 229 active projects encompassing \$323 million in project value. The most recent annual allocation of capital

	<p>Repair & Renovation funds totaled only \$14.3 million. Known unfunded repair and renovation needs now total at least \$270 million, primarily within the Divisions of Adult Correction, Juvenile Justice, and National Guard.</p> <p>The Inmate Construction Program (ICP) managed by the Engineering section is a high-production work program, programmatically targeted at reducing recidivism by training offenders with marketable job skills. This program enables the Department to leverage far more value from its available capital dollars than would be achievable through traditional project delivery methods relying solely on outsourcing.</p>
Key decisions for next Governor/ Secretary	<p><i>National Guard:</i> Capital improvement strategy that better aligns physical plant resources with mission and required force structure by transitioning to more efficient regional readiness hubs.</p> <p><i>Law Enforcement, Adult Correction, and Juvenile Justice:</i> Capital improvement strategy that addresses the training demands for certified staff and sworn officers. Reference Staff Development and Training table of important issues. Also, reference State Highway Patrol important issues/policy initiatives.</p>

Community Programs	
Purpose	<p>The Community Programs Section is statutorily mandated to prevent initial or further involvement of youth in the juvenile justice system while contributing to public safety locally. Community-based prevention and intervention (JCPC-funded) programs, alternative to commitment programs, gang violence prevention/intervention initiatives, residential treatment programs, multipurpose group homes, reentry/transition programming, and wrap-around programs served approximately 30,000 youth and their families last year in close to 600 programs statewide.³</p>
Important Issue/ Policy Initiative	<p>The General Statutes which created the Department of Public Safety state in N.C. Gen. Stat. §143B-1104, Funding for programs:</p> <p>(a) Annually, the Division of Administration shall develop and implement a funding mechanism for programs that meets the standards developed under Subpart F of Part 3 of Article 13 of Chapter 143B of the General Statutes. The Division shall ensure that the guidelines for the State and local partnership's funding process include the following requirements:</p> <ol style="list-style-type: none"> (1) Fund effective programs. – The Division shall fund programs that it determines to be effective in preventing delinquency and recidivism. Programs that have proven to be ineffective shall not be funded. (2) Use a formula for the distribution of funds. – A funding formula shall be developed that ensures that even the smallest counties will be able to provide the basic prevention and alternative services to juveniles in their communities. <p>To meet these mandates the Community Programs Section has done the following:</p> <ol style="list-style-type: none"> 1. Evaluation of JCPC-Funded Programs <ul style="list-style-type: none"> The section has the following accountability measures in place to ensure funding of effective programs: • Regular monitoring of local programs by JCPCs • Continued review of JCPC-funded programs by JCPC Specialists/Area Consultants • Scheduled formal monitoring of JCPC-funded programs by Community

³ Community Programs is organizationally positioned within the Division of Administration. Community Programs' information also appears under the Division of Juvenile Justice section of this document.

	<p>Programs staff (i.e., JCPC Specialists/Area Consultants)</p> <ul style="list-style-type: none"> • Program standards specific to JCPC program type • Measurable objectives specific to program type • Certification of each county JCPC • An increase in the number of evidence-based, research-supported programs that are funded <p>The next step in ensuring continued funding of effective programs is the implementation of the Standardized Program Evaluation Protocol (SPEP) which will generate a program improvement plan for JCPC-funded programs. This system allows programs to develop evidence-based programming without having to purchase evidence-based models which are extremely expensive.</p> <p>2. Use a formula for the distribution of funds</p> <ul style="list-style-type: none"> • The Division has researched proposals on how to create a funding formula that is equitable and does not reduce county allocations, but has discovered this can only be accomplished with a significant increase in funding. It is important to note that the funding formula has become skewed because of past legislative action.
Key decisions for next Governor/Secretary	<p>Investment in Community Programs: Through the joint efforts of the Community Programs Section, Court Services, facility operations, and our community partners, the Division of Juvenile Justice has been able to reduce the population being served in our facilities by more than two thirds. Despite this shift in target population, counties have not been given additional resources to properly serve these youth in their home communities. In fact, the Community Programs Section's budget has decreased dramatically over the past three years. If the State wants to maintain the gains we have made in reducing juvenile crime and in reducing commitments, there must be a greater investment made into prevention, intervention, and re-entry programs in the community. It is recommended that any additional cost savings gained due to the reduction of facilities is reinvested into community programs as described in the General Statutes.</p>
Upcoming events & important dates	<p>Numerous events and deadlines follow established policies and procedures for carrying out the functions of the community programs section including terms of contracts, all processes associated with JCPC functions, and all other community based programming. Any deviation from this schedule would severely stress the intricate system of partnerships. <i>Reference the Juvenile Justice Appendix.</i></p>

Controller	
Purpose	<p>The primary purpose of this section is to effectively and economically administer the legislative appropriations, other State receipts, and all federal grant and other receipts in accordance with North Carolina Statutes, federal guidelines and/or other governing laws, rules and regulations while ensuring that there are no fiscal barriers which prevent the Department from accomplishing its goals and vision. The section is charged with responsibility for preparing and maintaining records, procedures and organizational plans designed to provide reasonable assurance that financial records are accurate, reliable and prepared in accordance with generally accepting accounting principles and state and federal requirements, that assets are properly safeguarded and the timely processing of authorized transactions. In addition, the section is responsible for administering medical claims, inmate banking, and work release funds.</p>

Important Issue/ Policy Initiative	<p>As the State's largest agency, it is critical we have adequate management information systems, implementation of a fully integrated financial management system such as SAP is critical to the long-term success of the agency.</p> <p>Replacement of Medical Operations Management System (MOMS). The system, which processes millions of dollars for inmate medical care, currently exceeds the original capacity of the product, and is highly susceptible to failure given the age of the technology</p>
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Equal Employment Opportunity	
Purpose	<p>The Department of Public Safety's Equal Employment Opportunity program is intended to create a workforce climate that is responsive and respectful of fairness and equity for applicants and employees which ensures compliance with State and Federal guidelines. Assure that all the employment practices of the agency will be administered without regard to race, color, national origin, religion, creed, age, sex, political affiliation, sexual orientation, genetic information, or disability. Further, the purpose is to provide guidance in the development of a plan to facilitate greater utilization of all persons. Special emphasis is given to protected groups, i.e., minorities, women, and disabled persons, by identifying previously underutilized groups in the workforce, making special effort toward their recruitment, selection, development, and upward mobility.</p>
Important Issue/ Policy Initiative	<p>N.C. Gen. Stat. §126-23 contained in HB 961 requires employers to provide letters of dismissal where an employee is dismissed for disciplinary reasons. Prior to the Act, the public did not have access to either the type of disciplinary dismissal or a copy of the final decision setting forth the specific basis for a disciplinary dismissal. In the application and interpretation of this amendment, the EEO Office's determinations/reports and supporting documents are being considered as public information and, therefore, shared with employees during the internal grievance process. This affects the confidentiality of complainants and witnesses as well as the integrity of the EEO Office and its ability to conduct thorough investigations, prevent retaliation and promote safety.</p>
Upcoming events & important dates	<p>Develop Department of Public Safety EEO Plan and Program for 2013 for submittal to the Office of State Personnel by March 1, 2013.</p>

Facility Management	
Purpose	<p>The primary purpose of Facility Management is to provide corrective and preventative maintenance for twenty-seven (27) adult prisons, fourteen (14) Juvenile Justice Facilities, and coordinate privatized maintenance at three adult prisons. In addition, manage telecommunication systems (inmate and administrative), provide electronics (EIS, Fire Alarm, Controls, etc.) maintenance, and direct/coordinate construction and renovation projects for all Division of Prisons and Juvenile Justice Facilities.</p>
Upcoming events & important dates	<p>The contract that supports public and inmate phones is set to expire in June 2013. The Department will be involved with ITS in issuing a Request for Proposal to support this contract. The Inmate Phone system is vital to the support of the inmate programs.</p>

Governor's Crime Commission (GCC)	
Purpose	The Governor's Crime Commission Section staffs the Governor's Crime Commission (GCC), which serves as the chief advisory body to the Governor and the Secretary of the Department of Public Safety on crime and justice issues. The GCC Section develops a statewide criminal justice plan and administers the state's criminal justice and juvenile justice federal block grants awarded to the state of North Carolina. Federal block grants are awarded each year to state and local government agencies and non-profit agencies to support new and innovative programs in the areas of Criminal Justice Improvement, Crime Victims' Services, Juvenile Justice Planning, and Gang Prevention. Housed within the GCC Section is the State's Statistical Analysis Center. With assistance of the Statistical Analysis Center, the GCC Section provides policy-relevant research and publications on a variety of topics of interest to GCC members and the criminal justice community throughout North Carolina. The GCC Section also publishes a biannual Legislative Policy Agenda.
Important Issue/ Policy Initiative	Criminal Justice Grant Funding Priorities: At its June meeting, the three committees of the Governor's Crime Commission, Juvenile Justice, Crime Victims Services, and Criminal Justice Improvement, developed policy and funding priority recommendations. The final recommendations were voted on by the full commission at the September meeting. The funding priorities have been published to the public and a grant writing webinar took place on October 9, 2012. Interested parties may submit applications for consideration between November 1, 2012 and January 31, 2013.
Key decisions for next Governor/ Secretary	Criminal Justice Grant Funding Priorities: Working in conjunction with the GCC to determine the funding priorities that should be set to address criminal justice and juvenile justice needs. In addition, there should be collaboration with members and staff of the GCC regarding the disbursement of approximately \$40 million dollars in Federal grant funds to address issues in the areas of criminal justice improvement, crime victims' services and juvenile justice. The identified issues are relative to providing intervention and prevention services for youth involved or at-risk of becoming involved in the justice system, in addition to the continued efforts of prevention, intervention, suppression and re-entry for persons involved with gangs.
Upcoming events & important dates	<p>Criminal Justice Grant Funding Priorities: The final 2012 meeting of the GCC will take place December 6th and 7th in the large conference room of the GCC.</p> <p>State agencies, non-profits, law enforcement, and local units of government will begin submitting grant applications on November 1, 2012. Grant applications must be submitted by the due date of January 31, 2013. Members of the GCC will make funding recommendation to the Secretary and Governor in March 2013, and annually.</p> <p>Infrastructure or partnerships developed to implement programs: Grant recipients include state and local agencies as well as nonprofits. The GCC has partnered with the North Carolina Sheriffs' Association in funding the Sheriff's Leadership Institute. The GCC has also partnered with district attorneys across the state and each district office of United States Attorneys to fund special prosecutors. Special prosecutors are assistant district attorneys who are dually sworn and prosecute violent offenders in federal court. This initiative helps to remove violent offenders from communities and have them prosecuted and sentenced using federal resources.</p> <p>Key constituent groups: There is representation on the GCC from numerous constituent groups which include state and local governmental officials, sheriffs, chiefs of police, victims' service advocates, juvenile justice advocates, and youth.</p>

Important Issue/ Policy Initiative	<p>Governor's Gang Task Force: Executive Order No. 60 signed October 4, 2010, established the Governor's Gang Task Force to enhance anti-gang law enforcement efforts and develop gang policies in North Carolina. Staff was hired to support the Task Force; members were subsequently appointed, and the Task Force began meeting November 11, 2011. The task force has been working to develop recommendations to address the current issue of gangs in the State of North Carolina.</p>
Key decisions for next Governor/ Secretary	<p>Governor's Gang Task Force: To decide whether or not to continue the Governor's Gang Task Force to serve as an advisory body on the state of gangs in North Carolina.</p>
Upcoming events & important dates	<p>Governor's Gang Task Force: The Task Force is working to have their recommendations final by December 31, 2012. Through an extension granted to the Task Force, it remains in effect until June 30, 2013.</p> <p>Scheduled meetings of the Task Force are as follows: December 13, 2012 February 14, 2013 April 18, 2013 June 13, 2013</p> <p>Infrastructure or partnerships developed to implement programs: State and local resources will be used to implement the recommendations of the Task Force. Key constituent groups: State agencies, community groups, law enforcement</p>
Important Issue/ Policy Initiative	<p>NC GangNeT: The North Carolina GangNeT (NCGN) system provides approved law enforcement and criminal justice agencies throughout the state of North Carolina, who agree to participate, with instant access to criminal gang intelligence tracking information. The objectives of the GangNeT system are to expand the recognition and identification of criminal gangs, their members and activities; to increase officer safety by improving the sharing of information among multiple jurisdictions using computer technology; and to enhance community security through the prosecution and suppression of criminal gangs and their members.</p> <p>When the GangNeT statewide system was implemented, there were three different nodes. The Western node located in Charlotte, administered by the Charlotte Mecklenburg Police Department, the Eastern node located in Durham, administered by the Durham County Sheriffs' Office, and a replication node located in the State Bureau of Investigation. Funding for North Carolina GangNeT was through the GCC.</p> <p>The three node system has become costly to operate and a decision was made to consolidate the Western and Eastern nodes into one system. The system is to be housed within the Department of Public Safety. The replication node will be moved to the western data center. The staff hired to staff the Governor's Gang Task Force will serve as staff for NC GangNeT. They will administer the system and provide training across the state for law enforcement officers.</p> <p>Infrastructure or partnerships developed to implement programs: Charlotte Mecklenburg Police Department, Durham County Sheriffs' Office; Key constituent groups: State and local law enforcement agencies</p>

Key decisions for next Governor/ Secretary	NC GangNeT: Currently the move of GangNeT to the Department of Public Safety is at a standstill as negotiations are taking place between the Department of Public Safety and NC Information Technology Services. At the current time, new IT projects have been suspended. Assistance will be needed to move this initiative along so that proper updates are implemented and officers across the state are trained.
Important Issue/ Policy Initiative	Funding Streams: Major changes in funding streams from the US Department of Justice may continue to result in a reduction of federal funds.
Key decisions for next Governor/ Secretary	Funding Streams: To work with staff and members of the GCC and other advocacy groups to educate the North Carolina Congressional Delegation of the importance of the federal funds being administered through the GCC and of the success realized across the state within agencies and non-profits to enhancements of public safety, and the lives of citizens.
Upcoming events & important dates	Funding Streams: Hill days are scheduled during the year (usually in April and June) by the Coalition for Juvenile Justice and the National Criminal Justice Association. As members of both advocacy groups, key staff and department leadership along with members of the GCC visit the North Carolina Congressional delegation to share information on grant funds received in the state and the critical impacts realized in North Carolina's juvenile justice and criminal justice systems. Key constituent groups: Coalition for Juvenile Justice, National Criminal Justice Association

Human Resources	
Purpose	The purpose of Human Resources is to provide comprehensive human resource services to the Department of Public Safety in the areas of recruitment, benefits, employee relations, classification, compensation, training & development, organizational performance/metrics, operational support and policy interpretation. Program services are provided statewide to over <u>23,000</u> employees in Law Enforcement; Juvenile Justice; Adult Correction; the National Guard; External Affairs, General Counsel, and Administration.
Important Issue/ Policy Initiative	Human Resources will continue the following consolidation initiatives: <ul style="list-style-type: none"> • Developing a performance management system for DPS, • Instituting Human Resources performance measures/metrics, • Initiating process improvements and flow of work evaluation to improve efficiency (electronic signature), and • Developing workforce planning.
Important Issue/ Policy Initiative	Currently, we have hard copy and electronic employee files. An RFP is underway for an inmate records system. Once implemented, HR will utilize this technology to electronically store DPS records for employees. The plan includes transferring all records whether electronic (currently the vendor for this product does not support the application anymore) and hard copy to an electronic format to improve look up ability and avoid loss of paper copies thereby creating quicker access and requiring less space for hard copy storage.

Upcoming events & important dates	As part of consolidation, we will complete an RFP for supplemental insurance options for the new department. March, 2013 these products will be offered during open enrollment for all employees. MetLife Dental has been completed and implemented with no increase in premiums for 2013. Improved benefits were achieved by leveraging the total population of DPS versus the former independent agencies.
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Information Technology	
Purpose	The Public Safety Information Technology Services section develops and implements an information technology plan that supports the Department of Public Safety goals and objectives; supports the business functions of the Department of Public Safety by developing, modifying, and maintaining automated systems; provides desktop support; develops and maintains the data communications network; and approves all information technology purchases, both hardware and software.
Important Issue/ Policy Initiative	Move to a single directory structure using Microsoft's Active Directory. [An artifact of the three-agency consolidation has been that there are multiple directories which identify users and other computer resources like servers, file shares and printers. This segmentation has made it difficult to meld the central support workgroups. Forward movement was stalled for a number of months while the State CIO and the Department debated the best agency to provide a unified directory. A negotiated agreement has placed that responsibility at Integrated Technology Services (ITS), under the State CIO.]
Key decisions for next Governor/ Secretary	Monitor progress on the project to ensure that scheduled goals are being met. Under the negotiated agreement, hosting at ITS is conditional on stringent CJIS security requirements being met: review ITS' adherence to these requirements. Project start is mid-October 2012. The Department prefers to federate this system if possible. Project completion slated for April 2013.
Important Issue/ Policy Initiative	Move to a single email system. Thought not as critical as the Active Directory issue, the multiple email systems hamper the ability of DPS employees to create groups and share calendars.
Key decisions for next Governor/ Secretary	Adult Correction and Juvenile Justice currently have their email hosted at ITS. Former Crime Control employees' email is hosted at DPS. Highway Patrol is hosted by the Patrol. A negotiated agreement is to move all hosting to ITS, assuming security concerns can be met. As a secondary issue, about 10,000 of DPS' 26,000 employees lack any kind of email. We have been pressuring ITS to offer "email lite" at a lower price point. Outside vendors are also courting state agencies with cloud-based solutions at very attractive price points. It appears there will shortly be solid opportunities, either at ITS or outsourced, to rebalance our 26,000 employees to a mix of standard and lite email, potentially at an aggregate cost-neutral amount. Project is underway to assess security needs as a preamble to moving Patrol, ALE and Emergency Management email. Assuming the needs can be met; accounts will be moved within the next few months.
Important Issue/ Policy Initiative	Continue data center consolidation. DPS has multiple small server rooms; and a brand new data center facility at the Joint Force HQ. We began upfitting the JFHQ to serve as a consolidated center for the agency. This will also be our first, large-scale opportunity to virtualize servers and create a less-expensive, more robust environment.

Key decisions for next Governor/ Secretary	We expect that there will be some resistance when it comes time to actually move some of the different server rooms to the central location. Management needs to be aware of the business case, including security concerns and management control issues, and help determine the best course of action. We are sourcing the final pieces of equipment in October 2012. Once that is done, we will install the equipment, power it up, and become familiar with the virtualization tools.
Important Issue/ Policy Initiative	DPS imaging initiative. There are a number of areas around the agency where we have large file rooms. We currently have a request for proposals for a vendor to come in and design a repeatable approach with a set of tools to scan those paper files and store them. Our first effort will be in the inmate records area (500 5-drawer file cabinets) at Yonkers Road. The vendor will actually do the first instance, setting up the day-forward scanning operation for those files. Once that pattern is set, then we will use the same pattern to begin doing other critical efforts. Priorities will need to be assigned for successor projects; HR is scheduled to be next. They have a mix of paper files and images stored on an end-of-life system operated at ITS.

Internal Audit	
Purpose	The Internal Audit Section provides the Department of Public Safety with independent reviews of various functions within the Department. The section's overall objective is to provide management with information, analysis, appraisals, recommendations and pertinent comments which are necessary in order for management to properly discharge its responsibilities, and to offer suggestions to improve the efficiency and effectiveness of the operations of the Department. Operational, financial, performance, information technology, and special investigative audits are conducted by staff within the section.

Purchasing and Logistics	
Purpose	The Purchasing and Logistics Section is responsible for the acquisition of services, materials, equipment, and supplies necessary to support the core functions of the consolidated Department of Public Safety. The Section is responsible for the Real Property Management Program for all leased property (communication towers, warehouse and office space). The Section manages the fleets supporting all of DAC (except Enterprise) programs and has been assigned the responsibility for recommending the most efficient model of fleet management for the Department as a whole, including law enforcement. In addition, the central inventory receiving and distribution operation reports to the Purchasing and Logistic Section.
Important Issue/ Policy Initiative	Currently, the procurement rules require that everything over \$25,000 in value be sent to the Division of Purchase and Contract (P&C) and Information Technology Services (ITS) for bidding. Since DPS Purchasing develops the specifications and creates the bids, sending that over to P&C and ITS only slows the process and there is little added value.
Key decisions for next Governor/ Secretary	Recommendation: That the delegated dollar limit for "open market" and "agency specific term contracts" should be based on the agency's ability to handle the process and on passing a procurement compliance audit. There could be graduated levels of delegations. Smaller agencies may continue to need the support from P&C and ITS. This would free up P&C and ITS to focus on the development of statewide term contracts, training and

	professional development, and compliance audits. This will require legislative change to Article 3, Chapter 143 to read something like: “The Secretary of the Department of Administration shall have the authority to delegate procurements in proportion to the agency’s ability to perform the work in accordance with established procedures and upon passing a procurement compliance audit conducted by the Department....”
Important Issue/ Policy Initiative	Real property management is made much more difficult due to the requirement to send all leases over \$5,000 to the Office of State Property for awarding. The DPS Real Property Manager performs a space needs analysis on the type and size of space needed for a particular program. Once that need is identified (based on size of staff, job functions, special legislative mandates, etc.) the Real Property Manager performs a market search for suitable space. He develops the specifications for bidding the space need. He negotiates the square foot cost, inclusion of utilities, garbage, and other pertinent items. He prepares the actual lease document. The entire package is then sent to the Office of state Property for handling.
Key decisions for next Governor/ Secretary	Recommendation: An agency delegated limit of \$25,000 should be established allowing Departments to bid/negotiate for lease space when the cost does not exceed that limit without having to send to the Office of State Property for approval. This would require legislative change.
Important Issue/ Policy Initiative	<p>Since the Department consolidated in January of 2012, an analysis of the fleet management programs of each of the former three Departments has been conducted. Fleets are one of the largest assets a State department manages. As a result of that review, a “white paper” was written describing the current condition of each of the three programs. Essentially, there is no formal fleet management program in place. Each of the three Departments had a piece of a program but none had a full blown program. There is no fleet system available to manage with and to accumulate data. When one cannot measure an operation with accurate data, then one cannot manage an operation efficiently. The current inventory program is not integrated with the financials, the preventative maintenance program is not integrated with the inventory or financials, repair history is scattered and not easily retrieved. Replacement schedules are based mainly on arbitrary mileage and not on “optimum replacement points” driven by data.</p> <p>During the 2011/2012 Session of the General Assembly, it was decided that the Department of Administration, Motor Fleet Management should develop a centralized fleet management program. They are currently operating under an in-house 30 year old legacy system. In 2012, they mandated that all original titles for all fleet vehicles/equipment be sent to them for storage. Essentially, this has created a log jam in the agency’s ability to manage the replacement and surplus program of fleet vehicles. Now, if a vehicle is damaged beyond repair we have to go to DOA to request our own title be returned to us so we can turn around and send the title back to DOA Surplus Property for disposition.</p> <p>In the case of the DPS, we have confidential and fictitious tags and currently do not send those titles to DOA. This makes managing the different fleets within the Department even more difficult. Some of the fleet is rented from Motor Fleet, others are owned by the Department. Some titles go to DOA and some don’t.</p>

Key decisions for next Governor/ Secretary	Recommendation: It is our recommendation that all DPS vehicles be managed and governed by internal policies. The DPS fleets are critical to law enforcement, parole/probation officers, and the correctional system. This will require legislative action and additional organizational consolidation within Purchasing and Logistics. We are recommending that an “enterprise fund” be established and managed by a Central Fleet Management Unit within DPS.
Important Issue/ Policy Initiative	In 2011, the legislature mandated that all contracts over \$1,000,000 be reviewed by the Attorney General’s Office. In DPS, we have approximately 71 contracts that fall into this requirement. These cover food, medicine, medical services, law enforcement, and other critical items used by DPS programs. This has added an inordinate amount of time to both get bids to the market and get them awarded. The AG is responsible for reviewing the bid as to form and content and to insure the document will produce the outcome intended.
Key decisions for next Governor/ Secretary	Recommendation: To fund a contract specialist position within DPS to review agreements in excess of one million dollars.
Key decisions for next Governor/ Secretary	<p>Additional Procurement-Related Key Decisions:</p> <ul style="list-style-type: none"> • Inmate Healthcare will include whether to continue to partner with private providers or whether to hire healthcare professionals as employees or some combination of both. <i>Reference DAC, Division of Prisons health care important issue/policy initiative.</i> • On the Community Correction issue of delivery of services with the goal to reduce recidivism rates, a decision will need to be made to continue to privatize or return to counties delivering those services. <i>Reference DAC, Division of Community Corrections justice reinvestment important issue/policy initiative.</i>

Research and Planning	
Purpose	The Research and Planning Section provides research, project planning, decision support, and program development services to the Department. In addition, information is provided to members and staff of the General Assembly, staff in the Governor’s Office, members and staff of criminal justice related councils and boards, staff in other state agencies, representatives of the media, and citizens. The Section’s mission is to assist the Department in making informed management, policy, project planning, and program decisions that will result in successful outcomes.
Important Issue/ Policy Initiative	SL 2012-168, Section 5 (b)(c) – Single State agency responsible for reentry initiatives including the development of local reentry councils and a state-level reentry advisory group
Key decisions for next Governor/ Secretary	Membership appointments to the State-level reentry advisory group
Upcoming events & important dates	FY 12-13 - Develop local reentry councils and state-level reentry advisory group

Important Issue/ Policy Initiative	Access or authority to obtain arrest data from Department of Justice to validate DAC risk and needs assessment instruments
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Safety, Occupational, and Environmental Health

Purpose	To protect and preserve the safety and health of employees, working inmates, sentenced offenders and visitors from all recognized hazards in our work environment; and to protect the property and assets of the agency and state from destruction and loss by developing, implementing, enforcing and managing an agency wide safety and health program in compliance with applicable laws, codes, regulations and standards.
Upcoming events & important dates	Update the agency's Hazard Communication Standard compliance program to meet the requirements of the revised OSHA standard and be consistent with the provisions of the United Nations Globally Harmonized System of Classification and Labeling of Chemicals (GHS), Revision 3, beginning with employee training before 12-1-2013, use of new labeling before 12-1-2015, complete workplace implementation before 06-1-2016. Session Law 2012-198 requiring AEDs in all buildings and facilities that house state services, agencies and institutions and provide training for state employees in those facilities.

Staff Development and Training

Purpose	The purpose of the Staff Development and Training section is to ensure that employees throughout the Department of Public safety have the necessary knowledge and skills to perform their jobs at a level that enables them to be successful and enables the Department, Divisions, Sections, and Units to meet their goals and work objectives. This is accomplished through directing and managing 5 regional training centers providing training for the bulk of the Department and ensuring that resources are leveraged with those sections, primarily law enforcement, that provide some of their own training.
Important Issue/ Policy Initiative	Correctional Officer Physical Ability Testing (COPAT) is being administered to applicants interested in working at 9 prison facilities within Section of Prisons. Need to consider implementing COPAT statewide to include all 66 prison facilities.
Important Issue/ Policy Initiative	Overnight Training Academy being established at Samarkand (former Juvenile Justice facility in Moore County – closed in June 2011). Samarkand property has been identified as a potential site for an overnight DPS training academy. The establishment of an overnight academy will assist in reducing the backlog (500) of employees awaiting attendance to basic correctional officer training. Additionally, this would reduce the time frame of new hires attending basic training. Currently, new hires are working up to 6 months on certified posts without first having completed basic certification training.

Appendix

- Grayson Kelly, Chief Deputy Attorney General. *Personnel Information Required To Be Made Available for Inspection by Public Employers*: Nov. 8, 2010.

VIII. Adult Correction Division

The Division of Adult Correction was formerly the Department of Correction prior to consolidation in January 2012.

The Division is managed by a Chief Deputy Secretary and two Deputy Directors. The sections of Prisons, Correction Enterprises, and Combined Records report to one of the Deputy Directors. Community Corrections, Extradition, and Alcohol/Chemical Dependency sections report to the other Deputy Director. The level of accountability, communication, personnel, and legal matters, as well as policy compliance for these two major operations, has been effectively managed in this structure.

Sections, Important Issues, and Policy Initiatives

Alcoholism and Chemical Dependency Program (ACDP)	
Purpose	<p>The Section of Alcoholism and Chemical Dependency Program provides comprehensive substance abuse interventions, programs, and services to male and female offenders who have alcohol and/or drug problems. <u>Substance Abuse Treatment:</u> There are 17 prison-based ACDP programs at 15 prisons for 1048 inmate beds and 2 community-based programs for 360 probationers/parolees beds for a total of 1408 treatment slots. The community-based programs are located at D.A.R.T. Cherry for males and at Black Mountain for females.</p> <p>Program expansion is currently underway at Southern Correctional Institution for Women with 32 beds which addresses both mental illness and substance abuse in the same treatment environment; at Swannanoa Correctional Center for Women to provide an Aftercare and Re-integration track for 30 inmates who complete the substance abuse treatment component at Swannanoa; and at Neuse Correctional Institution with 32 inmates with DWI convictions. The funding is 75% from grants and 25% from matching state funds. ACDP has designed a Pilot program to serve 32 male inmates who have identified substance abuse issues as well as have an identified sexual offense eligible for the treatment program for sex offenders. This will be a unique collaborative effort between the ACDP team and the SOAR (Sexual Offenders Accountability & Recovery) program at Harnett Correctional Institution.</p> <p>In order to determine the severity of an inmate's addictions, most inmates are screened at a prison diagnostic center during prison intake. During FY 2010-2011, 24,719 new inmates entering a North Carolina prison were screened; and 15,249 or 62% of the inmates screened indicated a need for either intermediate or long-term treatment. Contact: Wrenn Rivenbark, Section Chief, ACDP 919-716-3875</p>
Combined Records	
Purpose	<p>The mission of Combined Records is to provide safety, security, accountability, and confidentiality of all inmate records and to ensure the accuracy of inmates' period of incarceration and release dates. Major initiatives involving Combined Records include Justice Reinvestment Implementation; Electronic Documentation Management System Implementation; and Professional Process for Addressing Judicial Errors to the Courts. The primary purpose of the Combined Records Organization is to compile, store, and maintain up-to-date, accurate, and pertinent central files on all current and former</p>

	inmates incarcerated in North Carolina Correctional Facilities. Reference: NC General Statute 148-74.
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Community Corrections	
Purpose	<p>The Section of Community Corrections is responsible for the supervision of all offenders sentenced by the courts for probation and all inmates released from prison under a period of Post Release supervision. Currently, there are approximately 116,000 community offenders under DCC supervision.</p> <p>The Community Corrections Section has achieved many goals in the last four years. These goals have prepared them for the full implementation of the Justice Reinvestment Act. In the beginning of 2009, this Section was under a great deal of public and legislative scrutiny surrounding media reports regarding the murder of UNC student, Eve Carson. In 2009, we found a highly professional and dedicated group of Community Corrections employees and managers. They were ready to accept new challenges, as well as continue to enhance their professional skill development. Their achievements include:</p> <ol style="list-style-type: none"> 1. Technology innovations include a PPO Dashboard, a 800 Absconder Tip Line, automation of the post-release violations and warrants, initiated processes for participation in NC Aware and DCI/NLETS data sharing with local law enforcement, and a web based case review process for Chief Probation Officers. They also assisted in the development of CJLeads information sharing network. 2. Administrative improvements include continuous posting for all officers, updated training curriculum, implementation of a State Personnel classification study moving all officers to one level of PPO II, and the downsizing and consolidation of 45 Judicial District Offices to the current 30 offices now. 3. Operational milestones include significant implementation of the use of Evidence Based Practices (EBP) throughout all four units of Community Corrections. This implementation involved national training, extensive levels of staff training, and a revised Risk and Needs Assessment tools for supervision. EBP drives our JRA supervision strategies and is considered “best practices” in the national field of community corrections. 4. A review and assessment process of serious crime arrests by supervised offenders has been developed and trends and key factors are being studied by Research and Planning. These serious crime reports are reviewed on a timely manner through the chain of command, up to and including the Director’s office. <p>The Community Corrections section will be leading the efforts for JRA implementation in the adult system, and in developing/implementing progressive evidence based practice policies to guide criminal justice strategies in the next decade.</p>
Important Issue/ Policy Initiative	<p>North Carolina Justice Reinvestment</p> <p>In 2009, the Governor and a bipartisan group of state leaders requested technical assistance from the Council of State Governments Justice Center to use a data-driven approach to develop a statewide policy framework to reduce spending on corrections and reinvest in strategies to increase public safety.</p> <p>With the guidance of an inter-branch working group established by the Governor and</p>

state leaders, the Council of State Governments Justice Center staff developed a set of policy options designed to address gaps in the state's sentencing, offender supervision, and treatment systems. North Carolina legislators translated those options into **House Bill 642, The Justice Reinvestment Act (S.L. 2011-192, as amended)**. The legislation passed with overwhelming, near-unanimous bipartisan support. Joined by supporters from local government, including sheriffs and other criminal justice stakeholders, the Governor signed the bill into law on June 23, 2011.

North Carolina's Justice Reinvestment Act represents the most significant change to the state's criminal sentencing laws since the Structured Sentencing Act was implemented in 1994. The Justice Reinvestment Act is designed to help manage the growth of the prison population by creating better outcomes for offenders through targeted programming and treatment to reduce recidivism.

North Carolina is one of several states selected to receive federal funds through the Bureau of Justice Assistance/Council of State Governments to assist with implementation of the Justice Reinvestment Act. The majority of the \$478,838 in pass-through funds is being used to provide training to criminal justice stakeholders -- judges, district attorneys, clerks of superior court, defense attorneys, Division of Adult Correction Executive Leadership Team and Managers, Community Corrections Chief Probation/Parole Officers and Probation/Parole officers, Prisons Program and Security staff, and others.

Contact: Timothy Moose, Deputy Director, DAC 919-826-2759

Treatment for Effective Community Supervision (TECS) Program

In 2011 the Justice Reinvestment Act eliminated the Criminal Justice Partnership Program (CJPP) and established the Treatment for Effective Community Supervision (TECS) Program. TECS programming is designed to provide cognitive based interventions which research shows has a positive impact on recidivism, and a community based continuum of substance abuse services including outpatient, intensive outpatient, and aftercare-recovery management. At present, the competitive bid process has been completed with awards to providers covering 76 counties, with work ongoing to award in the remaining 24 counties. Goals are to have providers covering all counties, serving a larger population of higher risk offenders with the greatest criminogenic needs while lowering recidivism as required in the Act. As a part of TECS, a State Community Corrections Advisory Committee was also established to review criteria for monitoring and evaluating programs, to recommend program priorities adjustments, and to review minimum standards for programs. The Committee consists of 23 members as defined in the Act. Currently the appointing authorities were completing their appointments and the agency was preparing for the initial meeting of the group.

CJPP was established in 1994 to foster state-county partnerships providing additional treatment and program options for adult offenders locally. During its tenure the primary focus of CJPP became substance abuse treatment programming, and it operated on a legislative set funding formula based on an equal share per county, offender population, and general population numbers in each county. Funding was awarded on an annual basis, and the programs served only approximately 5% of the offender population under supervision. The Justice Reinvestment Act reviews found that while there were many

	<p>successful and viable CJPP programs, many were not evidence based, did not target the appropriate offenders, had too much administrative cost in lieu of direct service costs, and their outcomes did not impact recidivism. As a result, CJPP was phased out in favor of the creation of TECS, which requires evidence based programming, outcome results to reduce recidivism, targeting of the high risk-need offenders, and a competitive bid process to award contracts to service providers in each county.</p> <p>Contact: Timothy Moose, Deputy Director, DAC, 919-825-2759</p>
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Correction Enterprises	
Purpose	<p>Correction Enterprises uses inmate labor to produce a wide range of products and services, such as furniture, farming, printing, Highway Signage, and laundry. NC Correction Enterprises has a two-fold mission: to provide meaningful work experiences and rehabilitative opportunities for inmates and to provide quality goods and services to government agencies and nonprofit entities that receive public funding. Statutory Authority: Article 14 of NC General Statute 148 – 128 through 148 – 134.</p> <p>Budget – 100% receipt funded, operating at no cost to the taxpayers of North Carolina. FY 2011/2012 Sales \$95,234,000 and Gross Margin \$5,674,000. Correction Enterprises contributes annually to the state’s general fund, the Crime Victims Compensation fund, and the DPS annual budget. Annual contributions average \$7 million.</p>

Extradition/Fugitive Section	
Purpose	<p>Pursuant to Article 37 and Article 38 of NC General Statutes, the Extradition/Fugitive Section coordinates all extradition missions for the Department of Public Safety, those requesting state reimbursement for County and Local Law Enforcement cases for all 100 counties, and administers the Interstate Agreement on Detainers for the state of North Carolina. Extradition manages a caseload of 2,045 outstanding Department of Public Safety, Division of Adult Correction warrants and completed 1,056 transports for FY 2011/2012.</p>

Grievance Resolution Board					
Purpose	<p>In 1987, the North Carolina General Assembly established the North Carolina Inmate Grievance Resolution Board to replace the Inmate Grievance Commission. As a separate agency within the Division of Adult Correction, the Board is responsible for monitoring and reviewing the Division’s Administrative Remedy Procedure. The Board performs those functions assigned to it by the Governor, reviews the grievance procedure and is empowered through its investigatory powers, to investigate matters involving broad policy concerns on behalf of the Secretary of Public Safety and conduct fact-finding hearings. For FY 2011/2012 the Board issued 14,194 Orders in response to Appeals filed by inmates.</p> <p>The Grievance Resolution Board consists of five members appointed by the Governor to serve four-year terms. In accordance with state law, the Governor appoints two lay persons knowledgeable about Corrections and three attorneys who are recommended by the Council of the North Carolina State Bar.</p> <p>Finesse Couch, Executive Director</p> <p>The current members of the Board are:</p> <table border="0"> <tr> <td>Member</td><td>Term Expiration</td></tr> <tr> <td>Lucien Capone III, Esq., Chairman</td><td>06/30/14</td></tr> </table>	Member	Term Expiration	Lucien Capone III, Esq., Chairman	06/30/14
Member	Term Expiration				
Lucien Capone III, Esq., Chairman	06/30/14				

	Darrin Jordan, Esq.	06/30/15
	Mae B. McLendon	06/30/16
	Rev. Matthew Rouse, Jr., D.H.L.	06/30/16

Parole Commission	
Purpose	<p>N.C. Gen. Stat. § 143B-720(a), Post-Release Supervision and Parole Commission – creation, powers and duties: There is hereby created a Post-Release Supervision and Parole Commission of the Division of Adult Correction of the Department of Public Safety with the authority to grant paroles, including both regular and temporary paroles, to persons held by virtue of any final order or judgment of any court of this State as provided in Chapter 148 of the General Statutes and laws of the State of North Carolina, except that persons sentenced under Article 81B of Chapter 15A of the General Statutes are not eligible for parole but may be conditionally released into the custody and control of United States Immigration and Customs Enforcement pursuant to N.C. Gen. Stat. §148-64.1. The Commission shall also have authority to revoke, terminate, and suspend paroles of such persons (including persons placed on parole on or before the effective date of the Executive Organization Act of 1973) and to assist the Governor in exercising his authority in granting reprieves, commutations, and pardons, and shall perform such other services as may be required by the Governor in exercising his powers of executive clemency. The Commission shall also have authority to revoke and terminate persons on post-release supervision, as provided in Article 84A of Chapter 15A of the General Statutes. The Commission shall also have the authority to punish for criminal contempt for willful refusal to accept post-release supervision or to comply with the terms of post-release supervision by a prisoner whose offense requiring post-release supervision is a reportable conviction subject to the registration requirement of Article 27A of Chapter 14 of the General Statutes. Any contempt proceeding conducted by the Commission shall be in accordance with N.C. Gen. Stat. §5A-15 as if the Commission were a judicial official.</p> <p>The Parole Commission’s role has greatly increased in the development of post-release plans for discharging felons. The Justice Reinvestment Act required that all felons released from prison be supervised by probation officers for periods of post-release of nine to twelve months.</p>

Prisons	
	<p>The Section of Prisons operates 66 institutions and facilities and one (1) contractual facility located in every geographic area of the state. They house adult male and female inmates and youthful offender populations. The current prison population is approximately 39,000. The Section of Prisons employs over 17, 000 staff. The prisons provide health care, education, vocational training, substance abuse treatment, work opportunities, religious services, employment training, and various other programs offered through community volunteers. In 2012, a major health care complex opened for inmate patient care at Central Prison. Central Prison houses Death Row and executions occur on site there.</p> <p>In 2009 the Division closed nine prisons as a part of a 7% budget reduction plan. Approximately 1800 employees were relocated in other facilities and some operations were consolidated. Currently, the Division does not have any pending legislative requests for capital construction of new prisons. The Justice Reinvestment Act (JRA),</p>

	<p>which passed in 2011, should have a stabilizing effect of prison population growth. In addition, the JRA authorized the housing of misdemeanants in jails in counties that contracted with DAC for a legislative authorized per diem reimbursement. The misdemeanants housing program is managed by the NC Sheriff's Association.</p>
Important Issue/ Policy Initiative	<p>Inmate Health Care</p> <p>The provision of health care to the Division Adult Correction (DAC) inmate population has gained significant attention from the executive and legislative branches in the last four years. The Division is required to provide a constitutional community standard of care to the 39,000 inmates. The aging of the prison population, the significant rising of health care costs, and the increased public safety concerns have been the principle issues addressed in the budget and legislation. The focus on all aspects on inmate health care has evolved as a critical area for the office of the Chief Deputy Secretary in DAC. The Section of Prisons has an outstanding experienced health care management team led by Deputy Chief Terri Catlett and physician managers.</p> <p>The provision of health care to inmates included medical, dental, and mental health. There are approximately 1800 full time employees engaged in health care, primarily in nursing, for the 39,000 inmates. Over the last three years healthcare expenditures have been reduced despite the increasing aging of the population and its subsequent health costs. Actual expenditures the last three (3) years were \$253M (FY09/10), \$239M (FY10/11), and \$219M (FY11/12).</p> <p>In the last four (4) years, there have been significant changes, legislative initiatives, and the implementation of cost efficient practices in inmate healthcare.</p> <p>I. Legislative Directives</p> <p>FY 10/11 SB 897</p> <p>The General Assembly passed SB 897 in the spring of 2010 which mandated that all non-contracted providers be paid at a rate of 70 % of usual and customary charges. The bill also mandated DOC to determine Medicaid eligibility for all inmates who are admitted to a community hospital for over 23 hours. Federal rules allow this process for inmates and DOC immediately began collaboration with the Department of Human Resources to determine procedures to begin this process.</p> <p>FY 11/12 HB 200</p> <p>The General Assembly passed HB 200 in the spring of 2011. This bill mandated that all on-contracted providers be paid at a rate that was the “lesser of 70% of usual and customary charges” or twice the “then current Medicaid rate”. DAC is tracking the fiscal costs/savings of this directive.</p> <p>Over the past three (3) years, the department’s payment methodology has reduced its EXTERNAL expenses for health care from \$90 million to approximately \$40 million.</p> <p>II. Medicaid Eligibility Program</p> <p>During FY 10/11 the Department began implementing the Medicaid Eligibility Enrollment program. A recent audit by the State Auditor estimated the impact of this</p>

	<p>program to be a savings to the State of approximately \$10M per year.</p> <p>When an inmate is determined to be eligible for Medicaid the provider often bills Medicaid directly and does not send the Department any bill at all. If they do bill the Department, the provider is directed to bill Medicaid.</p> <p>Due to this, the savings resulting from the Medicaid Eligibility program are reflected in the reduction in the amount that the Department as been billed. Since the Department has been billed less, the total claims paid amount is also reduced.</p> <p>In FY 11/12 there were 1,688 admissions overall. Of these, 760 were for inmates who were deemed to be eligible for Medicaid. As such, 45% of all admissions were deemed to be eligible for Medicaid.</p> <p>The average per case bill for those Medicaid Eligible inmates for whom the hospital billed the Department directly (and not Medicaid directly) was \$32,000.</p> <p>III. Central Health Care Complex at Central Prison</p> <p>This new in-patient hospital and mental health facility opened for inmate patient care in January 2012. The planning, design, capital funding and construction for this had spanned 12 years. The medical facility has 120 medical beds, clinic facilities, lab, radiology, dialysis, ER capability and out-patient surgery facilities. The in-patient mental health unit has several housing units for managing the diverse acuity levels present in treating seriously mentally ill inmates.</p> <p>This health complex was built to reduce the number of inmates being transported into the communities for treatment, enhancing public safety, and to provide services on-site that are less costly and more efficient. The complex treats male inmates from all over the prison system. In order to capture the true costs of operating the new hospital, we have assigned Mr. Joe Vincoli to track, review, audit, and determine various levels of costs for the health complex. Mr. Vincoli was instrumental in establishing our Medicaid eligibility program for inmates and is an expert in cost analysis in health care processes.</p> <p>In summary, the costs and delivery of inmate health care has assumed a highly important and visible role in DAC operations. Carryover funding from the 2012 Session must remain in place in order for DAC to complete the outfitting of the new prison hospital with systems and equipment.</p> <p>The office of the Chief Deputy Secretary is involved in a variety of reviews, legislative and executive office presentations/updates, audits, meetings with external stakeholders and planning activities with Prison Central Office health care managers. Effective November 1, 2012 UNC will provide all physician services for clinics at the new hospital. The contract is for three years, and will include the use of residents and interns-in-training.</p> <p>Contact: Terri Catlett, Deputy Section Chief-Health Services, Prisons, 919-838-3567</p>
Important Issue/ Policy	<p>Executions: The Division of Adult Correction has the legal responsibility for conducting executions at Central Prison. The last execution occurred in 2006. Since that time there</p>

Initiative	have been several legal actions occurring in courts that have indefinitely delayed executions. Currently, there is a legal appeal in the NC Supreme Court regarding issues related to the execution process and the choice of drugs used in lethal injection. The Attorney General's office manages all of the litigation involving the death penalty. Namely, Senior Deputy Attorney General William Hart and Joe Finerali, head of the Corrections section, will be available to give a complete update on the current legal status of the appeals and their subsequent process in the future.
Important Issue/ Policy Initiative	<p>Lawsuits and Legal Agreements: The Division of Adult Correction has a number of legal actions and lawsuits occurring routinely involving inmate issues. These legal actions are managed through the Attorney General's office generally in the Corrections and Tort Claims sections. At this time, there is a significant settlement agreement existing between DAC and Prisoner Legal Services. This agreement, reached in May 2012, involves the three largest female prisons and addresses past allegations of sexual misconduct by several employees. An important part of this settlement is a four-year contract with the Moss Group to provide a variety of professional services/training at all three prisons. A copy of the agreement can be provided. The prison manager responsible for implementing conditions of the agreement is the Female Command Manager.</p> <p>DPS attorneys can provide current updates on all pending legal actions. It is strongly suggested that these updates occur in January 2013, as deadlines, etc will be forthcoming.</p>

History

In 1868, North Carolina adopted a new state constitution that provided for building a state penitentiary. Inmates began building the state's first prison, Central Prison, in 1870 and moved into the completed castle-like structure in December 1884.

Putting inmates to work always has been a part of the Department of Correction's mission. As early as 1875, private employers could lease inmates as laborers. Originally, businesses had complete responsibility for the inmates, but lawmakers later changed the system to allow prison officials to retain responsibility for the inmates' custody.

In 1881, the state leased two tracts of land near Raleigh for inmates to farm and later provided for the allowance of good time as an incentive for inmate cooperation. The Good Roads Policy of 1901 provided inmate labor to build the state's roads, housing inmates in horse-drawn prison cages that moved from one worksite to the next. In 1910, the incentive wage system began and inmates earned up to 15 cents a day, paid upon release.

Over the years, the Department's structure has changed several times. In 1925, the General Assembly enacted a law changing the state's prison from a corporation to a department of state government. Six years later, the General Assembly enacted the Conner Bill, which enabled the state to take over control of all prisons and inmates. The condition of prison facilities and the need for inmate labor led the General Assembly to consolidate the State Highway Commission and the State Prison Department, which provided new construction money from the Highway Fund for prison renovation.

About 1930, prison industries, today known as Correction Enterprises, began. At a plant near Central Prison, inmates made concrete pipe for the State Highway Commission. The plant operated until federal highway funding restrictions put an end to the use of inmate labor for such operations in 1936. Over the years, other prison industries developed to meet prison needs, like farming operations to provide food and tailoring operations to provide clothing. Today, Correction Enterprises is a multi-million dollar industry.

In 1957, the General Assembly separated the state prison department from the State Highway and Public Works Commission. The Government Reorganization Act of 1973 created the Department of Social Rehabilitation and Control which included prisons, probation and parole and juvenile facilities. In 1974, the agency was renamed the Department of Correction with two major subdivisions, the Division of Prisons and the Division of Adult Probation and Parole. One year later, lawmakers transferred the Division of Youth Development and the responsibility of managing the state's training schools from the Department of Correction to the Department of Human Resources.

In 1998, the Division of Adult Probation and Parole changed its name to the Division of Community Corrections in order to reflect its community-oriented approach to supervising offenders. Effective Jan. 1, 2002, the General Assembly transferred the Community Service Work Program from the Department of Crime Control and Public Safety to the Division of Community Corrections within the Department of Correction.

Correction reorganized its Alcoholism and Chemical Dependency division putting its focus on in-prison treatment programs in 2010. It also opened its first residential substance abuse treatment facility for females on probation and parole, Black Mountain Substance Abuse Treatment Center for Women.

In late 2011, Prisons opened a new 120-bed Regional Medical Center and 216-bed Mental Health Center at Central Prison. Not long after, Prisons opened a new healthcare facility at North Carolina Correctional Institution for Women with 80 medical beds and 70 for mental health. Both facilities were designed for security and safety by reducing reliance on medical services by outside providers.

Appendix

- Prisons Map
- Community Corrections Map
- Population Projections

IX. Juvenile Justice Division

The Division of Juvenile Justice is statutorily required to provide a full continuum of public safety interventions for the state of North Carolina involving all children and youth ages 6-15 alleged to or have been found to have committed an undisciplined or criminal offense; in cases where youth are placed under court jurisdiction before their 16th birthday and youth require further interventions under the Juvenile Code (Chapter 7B), they may remain under juvenile justice court supervision up until their 21st birthday. The Division uses a Comprehensive Strategy (see appendix) rooted in social science and evidence-based practices throughout the continuum to achieve its outcomes (Howell, 2009). The Strategy allows for a system of graduated responses based on a youth's seriousness of risk/behavior or crime, their history of offending, coupled with the needs of the youth and their family or support systems within their local communities. The philosophy of the Division of Juvenile Justice is that in order to be evidence based and effective, the most successful way to approach risk and problem behaviors in youth is through effective prevention, treatment, education and accountability-based sanctions that are used in graduated levels and guided by professional, strategic leadership through a tapestry of local and state partnerships. This approach requires effective partnerships in local jurisdictions and values close relationships with families, local resources, law enforcement and the courts to achieve the most effective levels of impact before seeking "state resources" through institutionalizing youth in detention or youth development centers.

The Division of Juvenile Justice operates within a framework of federal and State laws, and partners with the federal Office of Juvenile Justice and Delinquency Prevention. Congress enacted the Juvenile Justice and Delinquency Prevention (JJDP) Act (Pub. L. No. 93-415, 42 U.S.C. § 5601 *et seq.*) in 1974. This landmark legislation established OJJDP to support local and state efforts to prevent delinquency and improve the juvenile justice system. On November 2, 2002, Congress reauthorized the JJDP Act. The reauthorization (the 21st Century Department of Justice Appropriations Authorization Act, Pub. L. No. 107-273, 116 Stat. 1758) supports OJJDP's established mission while introducing important changes that streamline the Office's operations and bring a sharper focus to its role. The provisions of the reauthorization took effect in FY 2004 (October 2003).

Sections, Important Issues, and Policy Initiatives

Community Programs	
Purpose	The Community Programs Division is statutorily mandated to prevent initial or further involvement of youth in the juvenile justice system while contributing to public safety locally. Community-based prevention and intervention (JCPC-funded) programs, alternative to commitment programs, gang violence prevention/intervention initiatives, residential treatment programs, multipurpose group homes, reentry/transition programming, and wrap-around programs served approximately 30,000 youth and their families last year in almost 600 programs statewide. ⁴
Court Services	
Purpose	Court services staff provide intake and supervision services for undisciplined and delinquent juveniles within a continuum of services that provides care and control. Juvenile Court Counselors work throughout thirty district offices and provide services in each of the one hundred counties.

⁴ Community Programs is organizationally positioned within the Division of Administration.

	<p>Court Services is the entry point into the juvenile justice system, but also serves to redirect approximately half of the complaints brought to the office (in 2011, 37,159 complaints were received by Juvenile Court Counselor offices). This redirection is accomplished through informal consultations with parents or law enforcement officers and assisting them to find other appropriate means to get their issues addressed. This redirection is also accomplished by formal diversion plans and contracts. Through diversion, young people, who present minimal risk to the community, are provided or referred to services that will address their underlying needs and/or addresses the loss sustained by a victim. Diversion conditions usually entail a requirement that the family and juvenile cooperate with a community service or treatment program to address a need within the family seen as contributory to the delinquent or undisciplined behavior that is the basis of the complaint brought forth to the Court Services office. The Juvenile Court Counselor may monitor diverted cases up to six months. If the juvenile is successful in meeting the terms of the diversion plan or contract, then the case is closed. Approximately 75% of cases on diversion are closed due to successful completion. If the terms of the diversion are not met, then the Court Counselor may refer the case for a court hearing</p> <p>The Comprehensive Strategy of the Division of Juvenile Justice focuses to strengthen families, promote delinquency prevention, support core social institutions, intervene immediately when delinquent behavior occurs, and identify and control the small group of serious, violent, and chronic juvenile offenders in the local communities. This comprehensive strategy has contributed to the reduction in the juvenile delinquency rate by 28% over the last five years. This reduction, coupled with other initiatives, within the Division of Juvenile Justice has resulted in steadily decreasing use of secure detention and admission to Youth Development Centers.</p>
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Youth Development: Detention Services	
Purpose	<p>The Division operates eight juvenile detention centers statewide which temporarily house youth who have been alleged to have committed a delinquent act or are alleged to be a runaway. The purpose of juvenile detention centers is to provide a safe, secure, controlled, humane environment for juveniles and staff; to provide juveniles an opportunity for behavioral change; and to provide quality services and programs for juveniles based on their individual needs.</p> <p>Detention centers provide opportunities for positive change and development. Youth are generally placed in a state-operated detention center until another placement can be found, or while the youth are awaiting a court hearing or placement in a Youth Development Center.</p>

Youth Development: Youth Development Centers	
Purpose	<p>Commitment to the Division of Juvenile Justice is the most restrictive, intensive dispositional option available to the juvenile courts in North Carolina. The structure of North Carolina's Juvenile Code limits this disposition to those juveniles who have been adjudicated of violent or serious offenses or who have a lengthy history of delinquency. Youth Development Centers are secure facilities that provide education and treatment services to prepare committed youth to successfully transition to a community setting. When a youth is committed to the Division, he or she undergoes a comprehensive</p>

	screening and assessment of developmental, educational, medical, neuro-cognitive, mental health, socialization, and relationship characteristics. Results from these assessments, in combination with other relevant current and historical data, are used by DJJ staff, parents/caregivers, and community providers/stakeholders, to develop an individualized service plan that outlines commitment services including plans for education, mental health, medical treatment and programming as indicated. Assessments provide a framework for the development of post-release supervision services.
Youth Development: Clinical Services	
Purpose	<p>Core programming rooted in a Risk-Need-Responsivity model is offered at each of the state's Youth Development Centers. Core programming is informed by the research literature addressing "what works" with confined juvenile offenders, is rooted in a cognitive-behavioral treatment approach, and encompasses a motivation system as well as focused interventions targeting common criminogenic needs. In addition, each juvenile is assigned to a service planning team that is responsible for the development of an individualized service plan that identifies unique goals, objectives, and interventions designed to promote the rehabilitation/habilitation of a juvenile. Criminogenic needs are targeted, while also incorporating the unique factors that affect each juvenile's responsivity to treatment efforts. The service planning team monitors progress and addresses the changing needs of the juvenile by reviewing and revising the individualized service plan as warranted. Revisions may address emerging treatment needs or introduce strategies not identified in the initial plan. Programming is based on the established principles of effective programming which include:</p> <ul style="list-style-type: none"> • Targeting criminogenic needs; • Conducting thorough assessments of risk and needs; • Basing program design and implementation on a proven theoretical model; • Using a cognitive-behavioral approach; • Providing intensive services; • Disrupting the delinquency network; • Assessing each juvenile's barriers to benefiting from specific interventions, including motivation, developmental level, learning style, and intellectual and cognitive abilities, and adjusting interventions to meet each individual's needs; • Including a relapse prevention component that identifies: situations which increase risk for reoffending, strategies for managing them, and opportunities for rehearsing these strategies; • Integrating community-based services; and <p>Ensuring program fidelity is maintained</p>
Youth Development: Education Services	
Purpose	<p>The Division operates as a Local Education Agency (State designation which is somewhat different than a true Local Education Agency), providing education services as a North Carolina Public School. The majority of youth in youth development centers are enrolled in standard public school courses that are taught in accordance with the Common Core Curriculum. Some older youth are enrolled in General Education Development courses, post-secondary vocational courses or on-line college courses in cooperation with local community colleges. Required special education services are provided for youth throughout the system.</p> <p>Each youth has an individualized scholastic development plan that is supported through</p>

	the service planning team. The education plan and delivery of education services is a major part of the programming and service delivery that is put in place to prepare the youth for successful re-entry.
Youth Development: Health Services	
Purpose	The Division provides developmentally appropriate health services for youth in youth development centers and detention centers. Licensed medical staff members provide screening, assessment and examination of youth and interventions as indicated. These services are rendered by full-time employees and part-time contractual staff. Youth are also provided food that meets the meal pattern requirements and nutrition standards of the U.S. Department of Agriculture's National School Breakfast and National School Lunch Programs. Health education, qualified professionals and supported by the service planning team.

Juvenile Justice Important Issues and Policy Initiatives	
Important Issue/ Policy Initiative	<p>Realignment of Juvenile Justice System Relative to Population Dynamics</p> <p>With the significant decline in statewide juvenile crime, there is a strong need for a flexible, more nimble funding and management continuum within the Division to account for changes in detention, youth development center reductions while strengthening community-based services (e.g., ability to shift dollars from residential to courts, or to communities and back dynamically); also ability to create local incentives for alternatives to detention options.</p> <p><i>Stakeholders:</i> Governor; General Assembly; DPS; Advocates; Juvenile Crime Prevention Councils; consumers youth and parents); other law enforcement; other state and local agencies</p>
Important Issue/ Policy Initiative	<p>Division of Juvenile Justice Treatment Model</p> <p>There is ongoing debate with state appropriators as to the cost-benefit of DJJ services, especially within the youth development centers. DJJ has been implementing evidence based best practices for the past 8 years, while the staff at the Legislature believes that larger (congregant) facilities are more cost effective (regardless of treatment impact) – There needs to be a commitment toward continued development, training and implementation of effective treatment/education/vocational models of care without compromising them by closing smaller facilities to gain short term budget savings.</p> <p><i>Stakeholders:</i> Governor; General Assembly; DPS Senior Leadership; DJJ Leadership and staff</p>
Important Issue/ Policy Initiative	<p>Modernizing the Field Work Force (Technology)</p> <p>There are multiple areas within DJJ that require technology infusion and/or upgrades: smart phones/tablets for court and community programs staff (and relevant facilities staff); district and regional conference capabilities; NCJOIN platform upgrades – several of these create unacceptable and unnecessary risks for field staff and DPS / DJJ management. Funding is needed to secure proper camera and other safety equipment within each center in order to eliminate vulnerabilities. Cameras, contraband detection, etc. need to be built into future budgets not only for purchase but for maintenance and upkeep as well.</p> <p><i>Stakeholders:</i> Governor; General Assembly; DPS Senior Leadership; DJJ Leadership; other DPS divisions/sections; potential private vendors and/or state contract providers</p>

Important Issue/ Policy Initiative	<p>Strengthening the Division's Education Programs with Special Emphasis on Career Technical / Vocational Education</p> <p>Pervasive budget cuts have seriously eroded the Division's capacity to provide the educational leadership, training, and technology necessary for residential students. Older students lack tuition assistance and course options as well as apprenticeships or part-time work opportunities in a diverse and developmentally appropriate way.</p> <p><i>Stakeholders:</i> Governor's Office; General Assembly; DJJ leadership; Department of Public Instruction staff; Community Colleges (state and local)</p>
Important Issue/ Policy Initiative	<p>Motor Fleet Options for Field Staff</p> <p>Budget cuts have drained the Department of Administration's abilities to replace Motor Fleet leased vehicles. DJJ staff are driving vehicles that significantly exceed state policy limitations and are often determined unsafe due to a lack of Motor Fleet funding to replace the vehicles (per state policy). DPS leadership and DJJ staff must find ways to provide safer vehicles in various locations and adopt a replacement schedule that increases safety and security for staff and juveniles.</p> <p><i>Stakeholders:</i> DPS Senior Leadership; Department of Administration; DJJ leadership; General Assembly; Governor's Office</p>
Important Issue/ Policy Initiative	<p>In-Service Training</p> <p>The success of the Division is vitally related to high quality training, supervision and quality management. DJJ needs more budget resources and staff positions for in-service and intervention training as the DPS Staff Development section no longer provides in-service training.</p>

History

The push for a separate juvenile justice system in North Carolina began in the early 19th century. Reformers known as "child savers" led the movement after noticing a need to protect children from the influences of adult prisoners.

These reformers believed that treating child offenders was more important than punishing them. Rehabilitation, they thought, benefited both the child and society. Reforms such as this set the framework for North Carolina's current system, one dedicated to the best interest of children and to the protection of the community.

The first juvenile court in North Carolina was established in 1868. Innovative legislation regulating juvenile offenders followed. The first important piece of legislation was the Probation Courts Act of 1915. This bill set new precedents for handling juvenile offenders, including:

- Establishing separate categories of "dependent" and "delinquent" juveniles
- Employing probation officers for juveniles
- Putting youth offenders on probation
- Committing juvenile offenders to a state or county training school
- Providing separate trials for juveniles
- Separating juvenile criminal records
- Preventing youth contact with older and more hardened criminals by placing them in separate facilities.

These points were later incorporated into the Juvenile Court Statute of 1919.

The act called for facilities that housed and trained only youth. In 1909, Stonewall Jackson Manual Training and Industrial School, the first facility for juveniles, opened. Nine years later, Samarkand Manor opened as the first State Home and Industrial School for Girls.

All state juvenile facilities were supervised and funded independently until 1943, when they were unified into the statewide Board of Juvenile Correction. In 1971, the name changed to the Department of Youth Development. In November 2000, the name was changed to the Department of Juvenile Justice and Delinquency Prevention. In 2012, the name changed again to the Division of Juvenile Justice.

Appendix

- Court Services Contact Information and Locations
- Catchment Areas Map
- Court Services Districts Map
- DJJ Facilities Map
- New JCPC Endorsed Evidence-Based Level II Dispositional Alternatives
- Key Juvenile Justice Allies, Partners and Web Sites

X. Law Enforcement Division

The Division of Law Enforcement:

- Provides assigned law enforcement and emergency services to protect the public against crime and against natural and man-made disasters.
- Plans and directs a coordinated effort by the law enforcement agencies of State government and to ensure maximum cooperation between State and local law enforcement agencies in the fight against crime.
- Serves as the State's chief coordinating agency to control crime, to ensure the safety of the public, and to ensure an effective and efficient State criminal justice system.
- Regularly patrols the highways of the State and enforces all laws and regulations respecting travel and the use of vehicles upon the highways of the State and all laws for the protection of the highways of the State.
- Ensure the preparation, coordination, and currency of military and civil preparedness plans and the effective conduct of emergency operations by all participating agencies to sustain life and prevent, minimize, or remedy injury to persons and damage to property resulting from disasters caused by enemy attack or other hostile actions or from disasters due to natural or man-made causes.
- Develops a plan for a coordinated and integrated electronic communications system for State government and cooperating local agencies, including coordination and integration of existing electronic communications systems.

Sections, Important Issues, and Policy Initiatives

Alcohol Law Enforcement Section (ALE)	
Purpose	The North Carolina Alcohol Law Enforcement Section (ALE) is a nationally recognized agency in the area of alcohol enforcement, being the first (and currently the only) agency with a core mission of alcohol enforcement to be accredited by the National Commission on Accreditation for Law Enforcement Agencies (CALEA). ALE is recognized as a “cutting-edge” agency in this field by its peers in the National Liquor Law Enforcement Association. Along with its core mission of enforcement and regulation of the alcohol beverage industry, controlled substance investigation, ALE is charged with enforcement of the sale of tobacco products to underage persons and acting as the enforcement arm of the North Carolina Education Lottery, the North Carolina Boxing Authority, regulating boxing, toughman, mixed martial arts, and charitable bingo licensing and regulation.
Important Issue/ Policy Initiative	Competitive Salaries
Key decisions for next Governor/ Secretary	Consistent with the Human Resources important issue/policy initiative on classification alignment and salary equity, it is recommended that a salary equity study be conducted for ALE agents.
Important Issue/ Policy Initiative	Sworn Position Understaffing

Key decisions for next Governor/ Secretary	Request for an increase in the number of ALE Agents. Since FY 2003/2004, ALE has lost 11 sworn FTE's to budget cuts. During that time, the Section's responsibilities have continued to grow and the demands upon its resources have increased. In FY 2005/2006, ALE received 12 positions from the NC Education Lottery Commission, but with the addition of lottery enforcement/regulatory duties this did not result in a net increase of sworn personnel. In 1994 there were 14,300 licensed alcohol sales outlets with 76 field agents supervising these outlets. This resulted in each field agent supervising approximately 188 licensed outlets. Currently there are approximately 18,000 licensed alcohol sales outlets.
Important Issue/ Policy Initiative	Fuel Costs: There has been a substantial increase in fuel costs over the past several years; however, there has been no increase in ALE's fuel budget. Vehicle Budget: Over the last several years ALE has seen the vehicle budget cut to \$0. Law Enforcement vehicles play a vital role in the mission of the Section. Without funding the vehicle fleet will continue to age and result in higher maintenance costs and poorer performance.

Butner Public Safety	
Purpose	Butner Public Safety provides police and fire services to the incorporated and unincorporated areas of Butner. The Butner Public Safety jurisdiction covers areas in Durham and Granville counties and also includes mental health transportation for Orange County to and from mental health facilities in Butner. Butner is a former military training camp and is home to about 6,000 residents, 25 state and federal institutions and more than 150 private businesses both large and small. The main goals of Butner Public Safety to ensure the safety of our service area are: 1) Reduce Crime, 2) Reduce Incidents of Fire, and 3) Provide Accurate and Professional Emergency Communications.
Important Issue/ Policy Initiative	Ensure equipment and workforce needs keep up with area growth. The Butner Public Safety Jurisdiction increased in area and in population in 2007. Figures are being evaluated to determine if current customer needs match Butner Public Safety resources. Also, replacement of existing fire apparatus due to attrition will need to be addressed during the next administration.
Important Issue/ Policy Initiative	Review of Service Agreement with Town of Butner. N.C. Gen. Stat. §122C-408 and 122C-414 outlines the Secretary of DPS contracting with the Town of Butner for service and the appointing of a member to the Butner Police and Fire Commission.

Emergency Management	
Purpose	The mission of the Division of Emergency Management is to reduce the loss of life and impact to property from all hazards and threats to North Carolina's citizens through effective prevention measures, mitigation practices, preparedness initiatives, response activities, and recovery programs.
Key decisions for next Governor/ Secretary	<p>A critical decision is the identification of a proven leader to serve as the Director for Emergency Management. The Director represents the Secretary and the Governor in times of extreme crisis and needs to be able to coordinate and manage the State Emergency Response Team, work closely with the state's local governments, and be capable of solving complex problems legally, fairly and equitably for all concerned.</p> <p>Infrastructure or partnerships developed to implement programs</p> <p>The State Emergency Response Team is made up of representatives from all state agencies, and serves to support local government response to major events. The networking between federal, state and local government during time of disaster is critical to success. Another area of development is a partnership with NC Retail Merchants Association to serve as coordinator for reentry of private sector entities following a disaster; becoming a State Emergency Response Team partner. An additional link is needed with the NC Petroleum Marketers Association to ensure we have the latest info on Fuel data in NC. <i>Key constituent groups: Federal Agencies, State Agencies, local governments, volunteer organizations, our citizens and our visitors are the primary constituent groups.</i></p>
Important Issue/ Policy Initiative	State Homeland Security Leadership
Key decisions for next Governor/ Secretary	<p>Continued management of the Homeland Security program, grants to local and state government, projects initiated and underway, and continuing priorities.</p> <p>Interoperable communications (VIPER) has been and currently continues to be the states priority for the DHS program. The DPS Secretary serves as the State Administrative Agent and Chairs the State Emergency Response Commission, and the Division of Emergency Management provides the manpower to manage the program.</p> <p>Infrastructure or partnerships developed to implement programs</p> <p>The State Emergency Response Commission serves as the organization to review and approve North Carolina's strategic plan for the implementation and maintenance of the Homeland Security program.</p> <p><i>Key constituent groups: Federal Agencies, State Agencies, local governments, volunteer organizations, our citizens and our visitors are the primary constituent groups.</i></p>

Important Issue/ Policy Initiative	No annual operating funds were appropriated for the operation of the new State Emergency Operations Center. The NC General Assembly approved funds for the construction of the new SEOC as part of the new Joint Force Headquarters for the National Guard in 2006. Because the NCEM did not occupy the building until its completion in December 2011, the General Assembly did not appropriate annual operating funds. Current annual operating costs are \$386,000.00, unfunded.
Upcoming events & important dates	The Emergency Management Accreditation Program (EMAP) re-evaluation is due in April 2013. North Carolina has had a nationally accredited Emergency Management program for the past five years. A successful re-evaluation will insure North Carolina continues to be recognized as a nationally accredited Emergency Management program for the next five years.

State Capitol Police	
Purpose	To provide a safe and secure environment for public officials, state employees, and visitors within the State Government Complex and at state-owned properties throughout the Raleigh/Wake County area, through the consistent enforcement of established regulations and laws.
Important Issue/ Policy Initiative	Request for an increase in the number of State Capitol Police. SCP has lost sworn FTE's to budget cuts. The demand in services from the section continues to grow, while its resources have declined.

State Highway Patrol	
Purpose	The mission of the State Highway Patrol is to ensure safe, efficient transportation on our streets and highways, reduce crime, protect against terrorism, and respond to natural and man-made disasters. This mission will be accomplished in partnership with all levels of government and the public, through quality law enforcement services and education based upon high ethical, professional, and legal standards.
Important Issue/ Policy Initiative	Highway Patrol Manpower: The Highway Patrol seeks to restore funding to run two (2) Basic Schools each fiscal year. This includes the cost of recruitment, the cost for cadets while in Basic School (not including cadet salaries), and the cost of equipping the cadet, at graduation, with uniforms, vehicle, and basic technology cost. Each Basic Highway Patrol School begins with 59 cadets and runs for a seven-month period. Two schools, per year, would allow the Highway Patrol the ability to hire 118 cadets to attend Basic School. As of September 30, 2012 there were 217 sworn vacancies within the Highway Patrol and an attrition rate of 78 members per year. The inability to run schools to fill vacant sworn positions will severely affect the level and quality of service that the Highway Patrol can provide to the citizens of North Carolina and motorists.
Important Issue/ Policy Initiative	Training Academy Facility & Improvements: In 2010, the General Assembly appropriated \$2 million to prepare blue prints for an additional 94,000 square feet of building space at the Academy. The base bid for the project includes site preparation, classroom building, armory, data center, and cadet dormitory. The total estimate cost is \$28,097,000.

	<p>Because the Highway Patrol does not have its own firing range, all shooting qualifications must be completed by members utilizing other law enforcement or community college facilities. Thus, alternative plans for the Academy include an indoor firing range, professional dormitory, cadet dormitory, dormitory generator, and A/V equipment upgrades along with parking and water/sewer/fire infrastructure upgrades.</p>
Important Issue/ Policy Initiative	<p><u>Information Technology</u> Network, Communications, Equipment, & Infrastructure</p> <ul style="list-style-type: none"> • As funding becomes available, the Highway Patrol continues to upgrade communication centers. • The Highway Patrol is seeking to identify recurring funding to support air card connectivity for field personnel at the rank of First Sergeant and below. • The Highway Patrol is seeking to identify funding to implement a five (5) year replacement cycle for Mobile Data Computers, peripherals, and accessories. • Due to narrow-banding regulations, the Highway Patrol is seeking to identify funding to replace in-car radios. <p>VIPER: A total of 242 sites are planned for statewide coverage with 195 constructed and operational. Twenty-seven (27) approved sites are fully funded and under construction with 23 sites still unfunded. The total estimated cost for VIPER is \$191 million and \$139 million has been funded to date. An additional \$52 million is required to complete VIPER (site construction and P25 upgrade. Maintenance and support costs will be \$7.5 million once completed. Current funding is \$2.5 million; however, an additional \$2.4 million of recurring funds are required to effectively provide maintenance and support for the existing network. Presently, 65,388 users among 260 emergency responding agencies are currently on the VIPER Network.</p>
Important Issue/ Policy Initiative	<p>Logistics: The Highway Patrol seeks restoration of funds to its operational budget for uniforms and safety equipment. We have had to reduce the amount of uniform/equipment that we purchase, therefore, uniform supplies are very low and at a level which adversely affects the initial issue and replacement of worn out equipment.</p> <p>The issued Beretta shotguns are 20 years old, and replacement parts are unavailable. Highway Patrol currently requires 640 carbines to complete replacement for all field sergeants and troopers.</p> <p>CALEA policies 41.3.5 and 41.3.6 require Highway Patrol members, assigned to field activities, to wear body armor. Based on replacement schedules, the Highway Patrol will need to replace 280 vests in FY13-14 and 469 vests in FY14-15.</p>
Important Issue/ Policy Initiative	<p>The increased costs for gasoline and other fuels have dramatically affected the Highway Patrol and its budget. Additional appropriated funding is critical to meet Highway Patrol logistical needs and to fulfill its mission.</p> <p>The Highway Patrol has had to postpone its vehicle replacement schedule due to severe budget cuts in the previous biennium. The Highway Patrol's official replacement schedule for patrol vehicles is after 75,000 miles. As of June 30th 2012, the Highway Patrol has 456 vehicles with current mileage of 75,000 to 99,000 and 702 vehicles with current mileage over 100,000. The expected mileage accrued on a vehicle per year is</p>

	estimated at 30,000 each. Therefore, if this trend continues the majority of the Highway Patrol's fleet will have mileage well above 100,000 miles which is a safety as well as a budget concern.
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History

Governor James Hunt established the Department of Crime Control & Public Safety by Executive Order in 1977 to consolidate all state public safety and crime fighting efforts in one central cabinet agency. The objective was to improve coordination and eliminate duplication of effort. The 1977 session of the General Assembly statutorily moved the following Divisions from other departments: National Guard, Civil Preparedness (renamed Emergency Management) and the Civil Air Patrol was transferred from the Department of Transportation; State Alcohol Control Enforcement Division (renamed Alcohol Law Enforcement) was transferred from the Department of Commerce; and Governor's Commission on Law and Order, the Crime Control Division, and the Criminal Justice Information System Board were transferred from the Department of Natural and Economic Resources. These last three eventually were reorganized and renamed as the Governor's Crime Commission, the Crime Prevention Division and Victims & Justice Services. The Office of the State Fire Marshal was originally a part of the Department but was transferred to the Department of Insurance in 1985. The Crime Prevention Division was later merged with the Governor's Crime Commission. Also, the Division of Victim and Justice Services was later reorganized with most functions being transferred to the Department of Correction. The remaining section became the Victim Compensation Division. In 1983 Butner Public Safety was transferred to Crime Control and Public Safety from the Department of Health and Human Services to provide fire and police protection to those areas within the incorporated limits of the Town of Butner. In 1994 the Law Enforcement Support Services Division was created to obtain excess property from the Department of Defense to provide to law enforcement agencies throughout North Carolina.

The Department was tasked with additional responsibilities over the years. Following 9/11, the Secretary of Crime Control & Public Safety was assigned responsibilities for State Homeland Security. In 2001 the Hurricane Floyd Redevelopment Center was moved under the Department, with state recovery efforts being streamlined and merged. The program was renamed the Redevelopment Center and the program was continued as part of the Hurricane Recovery Act of 2005. In 2002 the Commercial Vehicle Enforcement Section was transferred from the Department of Transportation to the State Highway Patrol pursuant to N.C. Gen. Stat. §20-377 adding a total of 374 sworn and civilian employees to the department. In addition to these changes, the Department was responsible for the issuance of Amber Alerts (2003) and Silver Alerts (2007) to assist in locating missing persons. Additional enforcement and regulation responsibilities for the department included enforcement of NC lottery laws in 2005, and the introduction of Mixed Martial Arts regulation in 2007.

The Department of Crime Control & Public Safety consisted of the Office of the Secretary and nine divisions – Alcohol Law Enforcement, Butner Public Safety, Civil Air Patrol, Emergency Management, Governor's Crime Commission, Law Enforcement Support Services, NC National Guard, State Highway Patrol, Victims Compensation Services and State Capital Police (added in 2009). Several administrative sections supported the Divisions along with one Chief Deputy Secretary, one Deputy Secretary and one Assistant Secretary.

XI. National Guard

The North Carolina National Guard (NCNG) is a Ready Team. Our Soldiers, Airmen, and units are prepared for operations in support of State Active Duty, Overseas Contingency, and Domestic Support Operations. The NCNG is uniquely qualified to lead all military forces during response operations in North Carolina due to its dual mission. The National Guard's dual mission is to support the Governor and the defense of the Nation. The Joint Force Headquarters (JFHQ) in North Carolina includes an Operational capability that supports the Governor with robust military command, control, and coordination during response operations. The JFHQ-NC provides the NCNG the capability to lead military forces and coordinate with civilian agencies during response operations in North Carolina. Since 2000, National Guard Soldiers and Airmen have performed more than 33,000 man days of State Active Duty. As a Reserve of the Army and Air Force, the NC National Guard must provide trained, equipped and ready units to accomplish the Nation's business. North Carolina Army and Air National Guard units have mobilized and deployed in support of Operation Iraqi Freedom, Operation Enduring Freedom (Afghanistan), and the Southwest Border Security. The NCNG has mobilized over 1,700 Soldiers and Airmen since 2011. An additional 1,200 are currently sourced to mobilize within the next two years. In addition, the Guard provides a number of significant programs that directly Add Value to the Community including Tarheel Challenge, Drug Eradication, and STARBASE. The North Carolina National Guard is a modern military force with Soldiers and Airmen that live and work in every county in the state.

Sections/Initiatives, Important Issues, and Policy Initiatives

Disaster Relief Using Force Packages	
Purpose	The North Carolina National Guard has 49 different types of prearranged modular force packages available for flexible deployment to support civilian incident commanders. These Force Packages provide military expertise and tools for Civil Authorities in an easily understandable format ranging from power generation to fixed wing/C-130 aircraft, security, and communications to mention a few.

Rapid Reaction Force	
Purpose	The North Carolina National Guard maintains a 310 soldier Rapid Reaction Force with the capability to deploy in 24 hours to assist Federal and State Civil Authorities anywhere in the United States. This unit conducts additional training and is validated on a variety of civil support missions such as: site security, presence patrols, show of force, establishing traffic check points and work to control civil disturbances. This unit is fully self-sustaining and can conduct operations 72 hours without re-supply.

42 nd Civil Support Team – Weapons of Mass Destruction	
Purpose	This 22 person full-time ready force is located in Greenville, NC. Their mission is to assess a suspected nuclear, biological, chemical or radiological event in support of local authorities. Their equipment includes a state-of-the-art ADVON vehicle, Unified Command Suite, and mobile Level III Laboratory Van.

Modular Airborne Firefighting System (MAFFS)

Purpose	The North Carolina Air National Guard works with the US Forestry Service by providing C-130 aircraft outfitted to suppress forest fires. A MAFFS crew consists of one crew and aircraft with an additional support aircraft for equipment and support personnel. The MAFFS has the air drop capacity of approximately 3,000 gallons of fire retardant that provides a fire break for firefighters on the ground. MAFFS crews deploy on average 1-2 times per year (typically summer) and are deployed from one week to three months based on USFS needs.
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STARBASE

Purpose	A math/science based program working with schools throughout the state is sponsored by the North Carolina Air National Guard. Located at the 145 th Airlift Wing in Charlotte and at Ft. Fisher, the program uses hands-on, team building instructions with a focus on leadership. With its strong anti-drug message, the program has reached 24,000 students in 70 counties since it began in 1993.
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NC Counterdrug Taskforce

Purpose	The North Carolina National Guard provides counterdrug support to Law Enforcement Agencies throughout the state. Support includes: drug demand reduction, drug Aerial surveillance and photography, ground surveillance and photography, intelligence analysts, marijuana eradication, drug prevention for children and adults, and runs the Mid-Atlantic Narcotics Training Academy (MANTA) for drug law enforcement at Ft. Fisher, NC. In 2012, NC assisted local authorities in over \$95 Million in Narcotic Seizures for a total of over \$465 Million in the last 3 years.
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North Carolina Helicopter and Aquatic Rescue Team (NCHART):

Purpose	North Carolina was the first state in the country to pioneer a program like NCHART, which trains monthly in mountain and water environments for both day and night operations. Most all NCHART rescues occur at night using Night Vision Goggles (NVGs). Despite the fact that there is no recurring State or Federal funding to support NCHART, there are always flight crews and aircraft on standby for short notice deployments. NCHART performed three mountain rescues in 2012 with the most recent in Haywood County on 24 Sept 2012.
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STARBASE

Purpose	A math/science based program working with schools throughout the state is sponsored by the North Carolina Air National Guard. Located at the 145 th Airlift Wing in Charlotte and at Ft. Fisher, the program uses hands-on, team building instructions with a focus on leadership. With its strong anti-drug message, the program has reached 24,000 students in 70 counties since it began in 1993.
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Emergency Management Assistance Compact (EMAC)	
Purpose	Through EMAC, states are able to join forces and help one another when they need it the most: whenever disaster strikes! EMAC has been ratified by Congress and law in all 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. EMAC offers assistance during governor-declared states of emergency through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to help disaster relief efforts in other states. Through EMAC, states can also transfer services such as shipping newborn blood from a disaster-impacted lab to a lab in another state. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding contractual agreement that makes affected states responsible for reimbursement. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials, licenses, and certifications to be honored across state lines.
State Partnership Program (Moldova and Botswana)	
Purpose	The North Carolina National Guard is involved in an exchange program with two emerging countries; Moldova, located in Eastern Europe between Romania and Ukraine; and Botswana located in South-Central Africa. Our mission is to assist in the development of democratic institutions by fostering open market economies to bring stability to the region; project and represent U.S. humanitarian values; and educate the military of civil-military relations and its importance in securing a safe and stable democracy.
Tarheel ChalleNGe	
Purpose	<p>The North Carolina National Guard sponsors a youth development program designed for high school drop outs ages 16 to 18. This five-month in-residence program is currently located in Salemburg, NC. This program provides tools to help at-risk youth to develop life skills and the opportunity to earn a GED, Career Readiness Certificate, leading them to become more productive citizens. Since 1994, 3,457 have graduated from the program with 2,419 earning their GED. A 12 month mentoring phase follows graduation along with assistance in earning community scholarships to continue their education. With the Salemburg campus at 100% capacity, the National Guard plans to expand to an additional location in Stanly County to better serve the youth of North Carolina. At a daily cost to the state of \$23 per student for the resident program or an annualized cost of \$11.36 per day, the program is truly an outstanding return on investment. Especially when compared to other youth programs maintaining average daily costs of \$190 per youth.</p> <p><i>Infrastructure or partnerships developed to implement programs:</i> Current Infrastructure is located in Salemburg, NC. A second site in Badin, NC is scheduled to handle initial future growth. Partnerships include National Guard Bureau, Stanly County Government, local community colleges and the local community. <i>Key constituent groups:</i> Schools, Communities, Department of Public Instruction. <i>Upcoming events & important dates:</i> Graduation at the Expo Center in Clinton, NC on December 14, 2012.</p>
Key decisions for next Governor/ Secretary	The 2008 General Assembly placed the ChalleNGe program in continuation review and the funding from recurring to non-recurring. In 2010 the Federal/State match became 75/25 and the General Assembly placed ChalleNGe in a recurring status. This program provides a direct benefit to the state by teaching high school drop-outs life skills and providing the opportunity to earn a GED, Career Readiness Certificate, leading to more productive citizens, resulting in reduction of incarceration costs. It should be continued as a recurring program and expanded at the Stanley County Location.

Summary of issue	Increased Funding for National Guard Armories
<p>Key decisions for next Governor/Secretary</p>	<p>National Guard Armories are typically built with 75% federal funding and 25% state/local funding. After construction, the armories become state property and operations and maintenance (O&M) cost are primarily a state responsibility. Of the 93 armories in North Carolina, 77 are over 25 years old with 51 of those more than 40 years old. The average condition of National Guard armories from a 2011 external assessment is an index of 70 out of 100 resulting in a Poor Condition rating. In order to properly sustain the armories, a recurring \$11.6M state appropriation is required.</p> <p><i>Infrastructure or partnerships developed to implement programs:</i> Current infrastructure is located in 71 of North Carolina's 100 counties. Operations and maintenance embraces many partners from each community, each utility provider and many suppliers from across the state. <i>Key constituent groups:</i> Communities, Soldiers, Families, State</p>

History

The following history of the NC National Guard is provided by Global Security.org (<http://www.globalsecurity.org/military/agency/army/arng-nc.htm>) and National Guard management.

In 1663, the Carolina Charter granted eight Lords proprietors the authority to levy, muster and train men. In 1711, North Carolina militia forces fight in the Tuscarora War. In 1744, North Carolina militia forces fight against Spanish troops in King George's War; and in 1756, North Carolina militia forces fight in the French and Indian War. In 1771, North Carolina militia forces defeated the regulators in Alamance County. In 1775, North Carolina militia forces fight in the American Revolution.

In 1792, Congress passes the uniform militia Act to provide central direction and control over state militias. In 1806, the state legislature establishes the Adjutant General's department to control and be responsible for the militia. In 1812, North Carolina militia volunteers fight in the war of 1812; and in 1846, North Carolina militia volunteers fight in the Mexican-American War.

In 1861, North Carolina supports the Confederacy during the Civil War and contributes over 125,000 troops. The 119th And 120th infantry battalions of the 30th Infantry brigade trace their heritage to the 1st NC regiment of the Civil War.

In 1877, the North Carolina General Assembly creates the active and inactive Militia. The active becomes the North Carolina state guard, consisting of nineteen armed companies. For the first time African Americans join the state guard, making up ten of the nineteen Companies.

In 1898, North Carolina state guard volunteers fight in the Spanish-American War. In 1903, the Dick Act exerts federal control over the state militias and the State legislature redesignates the active Militia the *North Carolina National Guard*. In 1916, the North Carolina National Guard is mobilized for service against Pancho Villa.

In 1917, the NC General Assembly authorizes the present organization of the Guard with a general statute (Chapter 127 of N.C. Gen. Stat; Repealed by Session Laws 1975, c. 604, s. 1.) and the North Carolina National Guard is mobilized for World War I. Most of the North Carolina guardsmen serve in the 30th Division (Old Hickory). In 1918, the 30th Division is deployed for combat in Belgium and France.

In 1925, the 30th Division is reorganized into the 30th National Guard Division consisting of units from North Carolina, South Carolina, Tennessee and Georgia. In 1940, the North Carolina National Guard is mobilized for training in preparation for World War II. In 1944, the 30th Infantry Division deploys to participate in the landings on D-Day (lead elements arrive 10 June 1944) and for eleven months– fight in Europe, through France, Belgium, the Netherlands, and into Germany to the Elbe River.

In 1950, a total of eleven North Carolina Army Guard units are mobilized because of the Korean Conflict. In 1954, the 30th division becomes exclusively formed from North Carolina units.

In 1947, the National Security Act is passed creating the Air Force as a separate service and gave the Secretary of Defense overall supervision over military forces. In 1948, the 156th Fighter Squadron North Carolina air guard flying P-47 Thunderbolts at Morris Field (Charlotte) is federally recognized. In 1949, the 156th fighter squadron receives the faster P-51 Mustang fighter. In 1950, units of the north Carolina Air National Guard are called to active duty. The 156th fighter squadron is assigned to the 123rd fighter bomber wing in Kentucky. In 1955, the North Carolina Air Guard expands its facilities at Morris Field, Charlotte. In 1957, the 145th fighter group is organized consisting of the 156th fighter squadron and other units. In 1960, the 145th fighter group is redesignated the 145th *Aeromedical Transport Group* flying evacuation missions. In 1964, the 145th Aeromedical Transport Group is redesignated the 145th *Air Transport Group (Heavy)* flying transport missions. In 1966, the North

Carolina Air Guard begins to fly missions to Vietnam. In 1971, the 145th Air Transport Group ends missions to Vietnam flying over eleven million miles without an aircraft accident.

In 1967, the 30th infantry division is redesignated *30th infantry division (mechanized)* consisting of units from North Carolina, South Carolina and Georgia.

In 1973, the 30th infantry division (mechanized) is deactivated and the *30th infantry brigade (Mechanized)* (separate) is organized. In 1983 - 2/252 armor battalion becomes the first National Guard unit in the country to receive the M-1 Abrams main battle tank. In 1987, the 1-130th aviation becomes the first Reserve component unit to receive AH-64 Apache helicopters. In 1990, North Carolina Army and Air National Guard troops are mobilized for operation Desert Shield.

In 1991, North Carolina Army and Air National Guard troops participate in Operation Desert Storm. Hundreds of ANG personnel from the 145th Airlift wing were deployed to Germany and other locations. Twelve ARNG units consisting of 2,300 soldiers deployed to Saudi Arabia, Fort Bragg, and Germany.

In 1995, the 30th infantry brigade (Mechanized) (separate) was selected for conversion into an enhanced brigade. North Carolina Army and Air National Guard troops are mobilized for service in Bosnia, Hungary, and Germany.

In 1996, the 514th military police and individuals from the 449th aviation group are deployed to Germany in support of Operation Joint Endeavor. Each deployment lasted approximately 270 days. The largest call-up to state Active duty (5,600) for relief operations for Hurricane Fran.

In 1997, the 111th, 112th, and 113th finance detachments deployed to Germany in support of Operation Joint Endeavor. The 514th MP Company returns from Germany. The 139 RTOC and 1454 Trans Co deployed to Operation Joint Guard. In 1998, the 1-130th AVN and Co E 130th AVN deployed 122 Guardsmen to Operation Southern Watch and returned in 1999.

FY99 was a year of challenges for the North Carolina Army National Guard. North Carolina led the nation in recruiting and launched an initiative to increase Hispanic representation. With the support of the state legislature and Governor Jim Hunt, the amount of tuition assistance provided to our members increased significantly.

North Carolina deployed an attack aviation task force to Kuwait in support of Operation Southern Watch, completing the first National Guard combat aviation rotation during an ongoing Army operation. The 30th Engineer Brigade participated in construction projects and exercises in Korea, Italy, Panama, the Marshall Islands, Moldova, Germany and Alaska. The 30th Heavy Separate Enhanced Brigade became part of the Army's 24th Integrated Division. Units from 60th Troops Command participated in State Partnership for Peace exercises in Moldova.

During FY99, Hurricane Dennis response and relief involved 750 Guard members in state active duty over a 12-day period. Hurricane Floyd then hit the state as a category four hurricane dumping over 20 inches of rain in eastern North Carolina. Massive flooding made Hurricane Floyd the worst natural disaster to hit the state in recorded history. Over 55,000 man-days of state active duty supported tens of thousands of North Carolina citizens.

2000-2001— Shortly following the terror attacks on September 11, 2001, three NCARNG units were mobilized for deployment in support of the Global War on Terrorism. This included the (1) 139th Rear Operation Command (Corps); the (2) 130th Military History Detachment; and the (3) 731st Maintenance Company. Also during this year, the 382nd Mobile Public Affairs Detachment (MPAD) deployed to Bosnia in support of Operation Joint Forge.

2002- During 2002 and with a personnel strength exceeding 10,000 soldiers and airmen, additional NCNG units were called into action in support of the GWOT. Units mobilized during this time period

included the (1) the 211th Military Police Company and the (2) 505th Engineer Battalion. During this time also, NCNG soldiers began to volunteer to serve as "fillers" in National Guard units across the U.S. and served both CONUS and OCONUS assignments.

One of the major training events during this year involved more than 4,600 soldiers and airmen of the North Carolina National Guard who participated in one of the largest battle training exercises ever held by Tarheel Guardsmen. This Mission Rehearsal Exercise (MRE), conducted at Ft. Riley, Kansas, was aptly named "Hickory Sting" and enabled the 30th Heavy Separate Brigade and supporting units to prepare for follow-on training at the National Training Center (NTC) during its 2003 training year.

2003- The OPTEMPO during 2003 increased considerably. Several units as well as individual soldier augmentees were either alerted or mobilized in support of the GWOT. Units either mobilizing or mobilizing several of its soldiers during the 2003 year include the following: (1) the 514th Military Police Company; (2) the 1454th Transportation Company; (3) the 1-130th Aviation Battalion; (4) the Headquarters and Headquarters Company, 30th Combat Support Group; (5) the 30th Combat Support Battalion; (6) Charlie Company of the 161st Medical Battalion; (7) the 111th Finance Detachment; (8) the 123rd Personnel Detachment; (9) the 139th Rear Operation Command; (10) the 211th Military Police Company; (11) the 210th Military Police Company; (12) Headquarters and Headquarters Company, 105th Engineer Group Forward 1 and 2; (13) 130th Military History Detachment; (14) the 505th EN Battalion; (15) the 691st Ordnance Company; (16) the 691st Maintenance Company Forward; (17) the North Carolina Detachment 29 Medical Detachment Forward 9; (18) 230 Combat Support Battalion Medical Forward; (19) the 30th Heavy Separate Brigade.

Prior to its mobilization in October 2003, the 30th Enhanced Heavy Separate Brigade deployed to and trained at the National Training Center during May-June. More than 7000 soldiers and airmen from NC and other states participated in this event, appropriately named "Operation Tarheel Thunder". On October 29, the Headquarters, 139th Regiment (Combat Arms) opened its new North Carolina Military Academy training facility on Ft. Bragg. This state-of-the-art facility provided numerous guardsmen and other military and civilian personnel across the nation MOS-, NCO-, and other military skill courses. Additionally, during the fall of 2003 more than 1475 NCNG personnel were mobilized to respond to Hurricane Isabel. Finally, the NC governor declared on December 13, 2003, "National Guard Day" in honor of the men and women in the NCNG ranks who provided faithful guardianship of the state and nation, and also to commemorate the 365th Anniversary of the founding of the National Guard.

2004— During 2004 NC Guardsmen and units continued a high OPTEMPO. Units mobilizing in support of the GWOT included the following: (1) 1450th Transportation Company; (2) 1452nd Transportation Company; (3) 105th Military Police Battalion; (4) 130th Finance Battalion; (5) 112th Finance Detachment; (6) Headquarters and Headquarters Company 30th Engineering Brigade; (7) 126th Aviation Company B; and (8) 217th AG Headquarters. During May, the NCNG stood up its first Special Forces Company (B Company, 3rd Battalion, 20th Special Forces Group).

The 30th Armored Brigade, formerly the 30th Enhanced Heavy Separate Brigade, continued a final mission rehearsal in January to Ft. Polk, LA. Following this exercise the 30th Brigade, known by its soldiers past and present as "Old Hickory" and under the command of BG Dan Hickman, deployed to Iraq in February and served as one of the major maneuver brigades of the 1st Infantry Division. The outstanding performance of the 30th Division highlighted the impact that National Guard maneuver brigades are able to make and set a positive precedent in regard to the Army's effort to reorganize into modular, brigade-level units that are easier to mobilize and support in theaters of war. The brigade also participated in several equipment upgrades during this time period, and Governor Mike Easley sent additional safety equipment to members of the 30th Brigade to supplement the equipment they were

using. The 30th continued its tour until the end of the year and began re-deployment operations in December.

2004 was busy in regard to several storms as well; numerous guardsmen were mobilized in support of Operation Winter Storm, Hurricane Charley, Tropical Storm Gaston, Hurricane Frances, Hurricane Ivan, and Hurricane Jeanne.

2005- NCNG units mobilized in 2005 in support of the GWOT include the following: (1) 725th Quartermaster Company; (2) Detachment 1, 58 ATS; (3) B Company/5-113; (4) 694th Maintenance Company; (5) and HHS 5 BN 113 FA; and (6) 133rd PSC. During the spring, the 30th Brigade received a notable welcome home at the RBC Center in Raleigh, NC, which was attended by 11,000 soldiers and family members. During this time, also, Outgoing Commander BG Hickman turned over the Brigade Combat Team (BCT) to COL Greg Lusk, who would lead the brigade over the next several years and command it during its second deployment to Iraq in 2009. (COL Lusk would become the Adjutant General of NC in 2010.) Fittingly, BG Hickman, after decades of military service that began as a helicopter pilot in Vietnam, retired in July. Also, as a tribute to the soldiers who did not return from the 30th's deployment, an armory in Winterville, NC, was designated The Captain Christopher S. Cash United States Armed Forces Center, named after the company commander who fought and lost his life in Baqubah, Iraq, during the summer of 2004.

As a result of the continued high OPTEMPO and transition by the Army to modular units, NCNG began Operation Tarheel Reset, which involved the re-designating of units and armories and retraining numerous soldiers in new MOS fields. NCNG personnel not only pressed forward with deployments in support of OIF and OEF but continued CONUS support missions as well. Following Hurricane Katrina more than 600 NC Guardsmen deployed to Louisiana and Mississippi to support humanitarian and civil operations. More than 300 personnel were also mobilized in support of Tropical Storm Ophelia. As a final tribute at the close of the year, Governor Easley proclaimed December 11-17, 2005 "National Guard Week".

2006- Units mobilized in support of the GWOT included the following: (1) 133rd PSC; (2) 1451st Transportation Company; (3) 630th Combat Sustainment Support Battalion (CSSB); (4) 730th Quartermaster Battalion; (5) B/3-20th Special Forces; (6) Headquarters and Headquarters Battery, 113th Field Artillery. In June and July, 500 soldiers of the 252nd Combined Arms Battalion deployed to the U.S./Mexico border in New Mexico as part of "Operation Jump Start", which provided a variety of support missions to the U.S. Customs Service and Border Protection. In July the NCNG 145th Airlift Wing deployed two C-130 cargo aircraft equipped with the MAFFS fire fighting apparatus to Klamath Falls, Oregon, to assist the U.S. Forest Service in firefighting efforts to contain, control and extinguish wildfires in the western U.S. to help fight western forest fires.

2007- Deployments in support of the GWOT included the following: (1) 1132nd Military Police Company and (2) 171st Sapper Company. Soldiers of the 1451st Transportation Company notified that they may have their tour extended. The 30th Heavy Brigade Combat Team (HBCT) was alerted for deployment to Iraq in 2009. The 145th Airlift Wing deployed three C-130 cargo aircraft equipped with fire fighting apparatus, flight crews and support personnel to Port Huenene/Channel Islands, California, to assist the U.S. Forest Service in firefighting efforts to contain, control and extinguish wild fires.

2008-2009- Units deployed in the 2008-2009 timeframe in support of the GWOT include the following: (1) 382nd Public Affairs Detachment (PAD); (2) the 1st Attack Reconnaissance Battalion of the 130th Regiment; (3) the 30th HEAVY BRIGADE COMBAT TEAM (HBCT); (4) 113th Finance Detachment; (5) Headquarters and Headquarters Company, 449th Theater Aviation Brigade (TAB); (6) 105th Engineer Battalion. During this time NCNG soldiers continued homeland and civil operations. Notable was the dispatch of UH-60s to assist with fires in South Carolina.

2010-2011- Units deployed in support of GWOT included the following: (1) 163rd Area Support Medical Company; (2) 130th Military History Detachment; (3) 105th Military Police Battalion; (4) 130th Financial Management Company; (5) 1452nd Combat Heavy Equipment Transport Transportation Company; (6) 113th Sustainment Brigade; and (7) 136th Chaplain Detachment.

In 2011, over 450 NC Guardsmen were activated to provide support to civil authorities during and after Hurricane Irene.

During this timeframe, NC Air Guard C-130 crews trained with and supported civil operations involving the Modular Airborne Fire Fighting System (MAFFS).

2012-Present- Units deployed in support of GWOT: (1) 430th Ordnance Company; (2) Airlift Detachment 17; (3) 881st Engineer Company; (4) 883rd Engineer Company; (5) 5/113th Field Artillery; and (6) 505th Engineer Battalion.

XII. Key Websites

North Carolina Department of Public Safety
North Carolina Division of Adult Correction
North Carolina Division of Juvenile Justice
Office of Juvenile Justice and Delinquency Prevention
National Institute of Corrections (NIC)
[Justice Reinvestment Materials](#)

<http://www.ncdps.gov/>
<http://www.doc.state.nc.us/>
<http://www.ncdjdp.org/>
<http://www.ojjdp.gov/>
<http://nicic.gov/>
<http://www.sog.unc.edu/node/2044>

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Appendix

- Contact Information by Division